

The 2016 Crown Demographics Report

The demographics of crown corporation staff as of December 2016
including trends from 2007 to 2016

June 2017

Prepared by:
Doug Elliott
QED Information Systems Inc.
444 19th Avenue
Regina, Saskatchewan
S4N 1H1
Tel: 306-522-5515
Cell: 306-536-5131
Email: sasktrends@sasktel.net
Internet: www.sasktrends.ca

Background and Notes

- This is the 2016 version of a series of annual reports documenting the demographics of employees in Saskatchewan's commercial crown corporations. The first ***Managing the Bubble*** report described staff in 2001. Since then, the database has been updated annually to monitor trends in employee demographics and turnover.
- The title of this report has been changed this year to simply ***The 2016 Crown Demographic Report*** to reflect the change in the project goals. The research is now intended to monitor turnover and staff demographics in the crowns and how these change over time.
- The database provides:
 - a "snapshot" of employment at the end of the current calendar year;
 - turnover that has occurred during the year; and
 - changes in employment and turnover over time.
- Over time, the database has changed to provide a more comprehensive measure of staff demographics and to reflect changes in the crowns that are subsidiaries to CIC.
 - For December 2001, only data for permanent full-time staff were collected.
 - For December 2002, coop/summer students and non-permanent staff were added to the database. The occupation (coded to the National Occupational Classification or NOC code) was also included as a data element.
 - For December 2003, the place of work was added.
 - SOCO was added in 2004.
 - SGC was added in 2007.
 - ISC was removed in 2013.
 - The occupational codes (NOC) were converted from the 2006 version to the 2011 version in 2014.

Background and Notes (continued)

- The inclusion of the Saskatchewan Gaming Corporation (SGC) in 2007 means that there was a noticeable break in the time series that year because employee demographics and turnover at SGC are dramatically different from those at other crowns. To deal with this and the statistical effect of removing ISC in 2013, the data in this report, unless otherwise indicated:
 - describe only the ten years from 2007 to 2016; and
 - exclude ISC employees from the statistics.
- In some instances, the characteristics of crown staff and the positions they occupy are compared with those in the province as a whole. These comparisons use the Statistics Canada monthly Labour Force Survey (LFS) for comparison purposes. The LFS is a monthly telephone survey with a sample size of approximately 4,000 households in Saskatchewan.
 - The LFS statistics were derived by the author from survey microdata.
 - The LFS figures are annual averages whereas the crown data describes the situation at a point in time, namely December of the year.
 - Unless otherwise indicated, the LFS data includes the self-employed.
 - The LFS is not conducted among on-Reserve residents.
- As in previous versions, the crowns were asked to exclude employees who were on long-term disability.
- In some cases, rounding errors mean that percentages do not total exactly 100%.

Staffing Categories and Class of Worker

	as of December 31														
	<u>2002</u>	<u>2003</u>	<u>2004¹</u>	<u>2005</u>	<u>2006</u>	<u>2007²</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013³</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574	9,658	9,777	9,704	9,694	9,833	9,856	9,898	9,985	9,936
Permanent part time	482	499	479	419	421	894	901	844	786	825	869	795	751	645	723
Contract/term	807	530	525	560	583	575	636	620	582	603	538	537	638	431	458
Seasonal/other	<u>340</u>	<u>426</u>	<u>400</u>	<u>404</u>	<u>495</u>	<u>735</u>	<u>681</u>	<u>605</u>	<u>687</u>	<u>537</u>	<u>517</u>	<u>535</u>	<u>491</u>	<u>573</u>	<u>545</u>
	10,537	10,358	10,264	10,323	10,521	11,778	11,876	11,846	11,759	11,659	11,757	11,723	11,778	11,634	11,662
Coop and summer students during the course of the year	516	515	461	477	485	478	488	500	435	458	428	447	399	355	358
1 SOCO added 2 SGC added 3 ISC removed															

- Not counting students, the total staff complement was 11,662 as of December 2016 with 85.2% as permanent full-time employees with the remaining 14.8% split among:
 - 6.2% permanent part-time staff, bringing permanent staff to 91.4% of the total;
 - 3.9% as contract or term staff; and
 - 4.7% as “other”, mostly casual, staff.

The crowns typically hire several hundred coop and summer students in any given year although the number has declined in recent years.

- The 11,662 permanent and non-permanent staff represent 2.1% of the 568,500 persons employed in an average month in Saskatchewan during 2016.

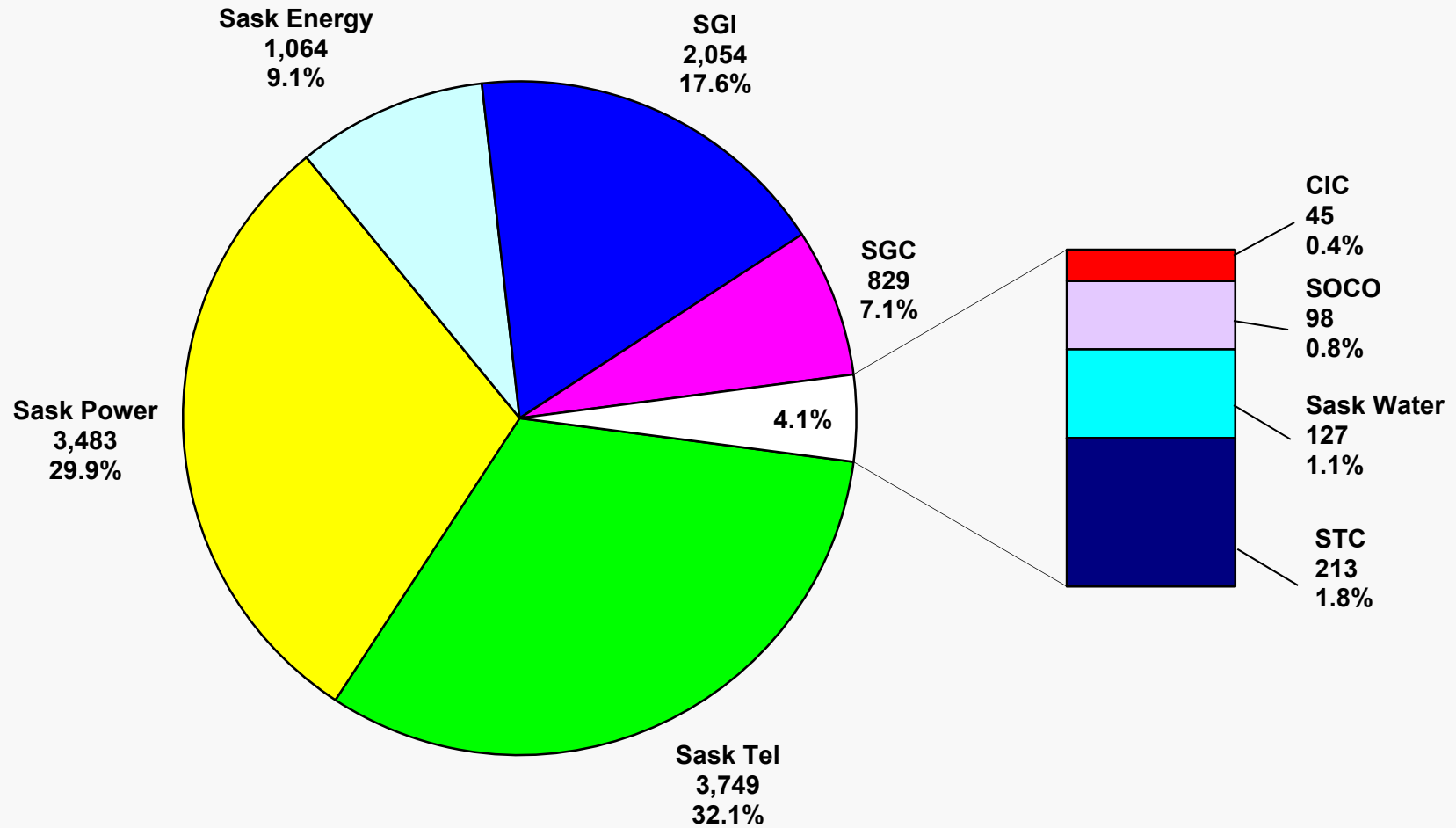
Detailed Employment by Crown Corporation

			as of December 31														
			2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CIC	Permanent	FT	81	73	54	68	70	68	63	69	65	65	60	52	48	42	43
		PT	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
	Non-permanent		0	2	0	1	4	4	4	2	2	5	2	1	1	1	1
SaskTel	Permanent	FT	3,786	3,812	3,657	3,622	3,577	3,476	3,318	3,226	3,192	3,136	3,139	3,208	3,157	3,112	3,065
		PT	110	89	90	38	49	102	104	111	88	111	107	105	108	88	68
	Non-permanent		524	569	562	622	747	726	752	719	749	648	650	646	596	619	616
SaskPower	Permanent	FT	2,369	2,395	2,426	2,444	2,473	2,526	2,588	2,692	2,762	2,739	2,897	3,056	3,143	3,154	3,258
		PT	134	142	144	137	134	127	136	140	131	133	129	123	124	106	112
	Non-permanent		150	145	153	118	110	132	132	113	84	132	137	149	231	126	113
SaskEnergy	Permanent	FT	815	818	815	823	861	895	937	930	908	919	947	946	968	1,023	936
		PT	85	84	86	86	77	76	68	73	68	75	81	102	96	6	84
	Non-permanent		74	70	65	50	70	102	97	84	91	78	40	49	41	40	44
SGI	Permanent	FT	1,386	1,387	1,390	1,420	1,447	1,524	1,536	1,573	1,572	1,591	1,618	1,740	1,761	1,809	1,803
		PT	107	115	114	113	116	113	107	114	112	109	112	108	98	99	108
	Non-permanent		92	75	77	106	125	148	187	189	157	148	143	151	172	146	143
SaskWater	Permanent	FT	84	67	68	80	82	83	85	87	91	98	104	107	113	115	119
		PT	2	2	2	4	4	4	4	3	4	3	4	3	2	2	2
	Non-permanent		3	1	1	9	0	5	3	4	4	1	2	1	6	8	6
SOCO	Permanent	FT	69	81	86	116	106	110	115	111	112	105	93	87	93
		PT	1	2	3	2	5	4	3	2	2	3	4	2	1
	Non-permanent		4	3	2	2	3	0	1	2	1	0	4	4	4
ISC	Permanent	FT	196	165	195	208	229	243	257	259	289	288	288
		PT	4	27	2	1	1	2	2	2	3	2	2
	Non-permanent		303	88	59	41	13	17	19	13	25	40	39
STC	Permanent	FT	191	186	186	194	197	196	203	200	192	190	194	204	195	182	178
		PT	40	40	40	38	37	35	29	34	37	34	32	36	32	35	35
	Non-permanent		1	6	4	14	7	7	4	5	1	7	3	0	2	0	0
SGC	Permanent	FT	447	565	631	518	557	474	438	420	461	441
		PT	433	446	362	340	356	400	315	287	307	312
	Non-permanent		167	116	96	155	79	38	75	76	60	76

- SaskTel and SaskPower together account for 62% of crown staff. Simple arithmetic means that they will have a strong effect on the overall averages for the crown sector. When SaskEnergy and SGI are included, the four largest crowns represent 89% of total employment.

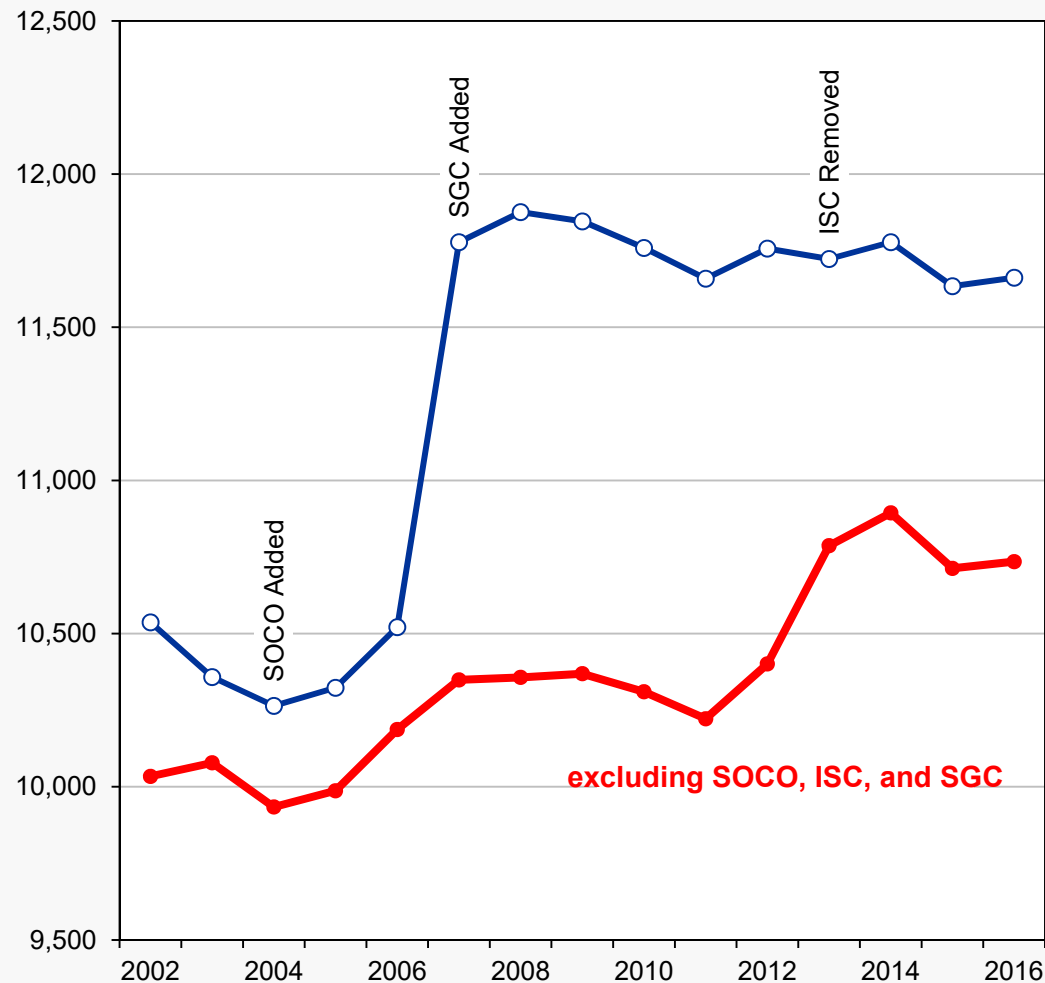
Total Staff in the Crowns, 2016

Permanent and Non-Permanent Staff, December 2016, by Crown Corporation (Total = 11,662)



Crown Employment Trends

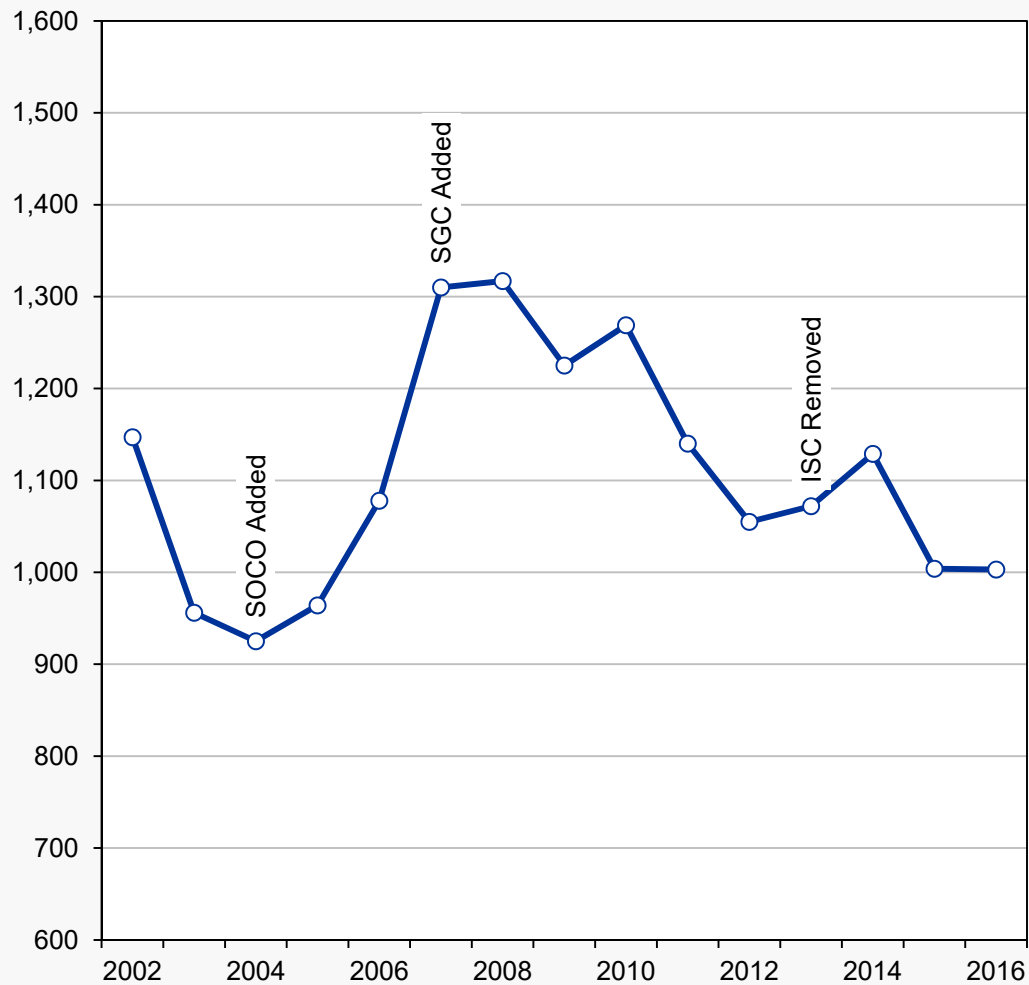
Changes in Total Crown Staff, 2002 to 2016



- These figures include both permanent and non-permanent staff.
- The slight increase in 2016 was because a 2.9% increase at SaskPower was offset by small declines in three of the nine crowns including SaskTel.

Non-Permanent Staff

Number of Non-Permanent Staff



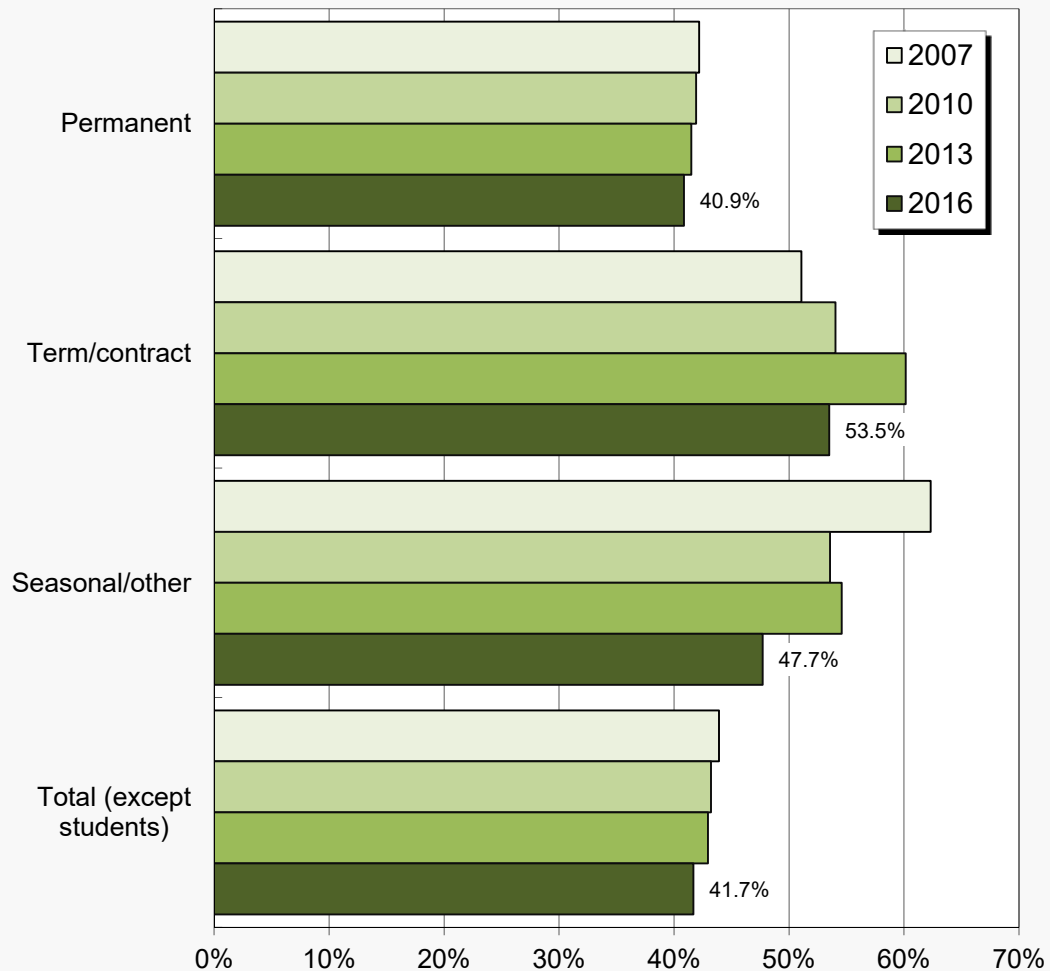
- The number of non-permanent staff in the crowns was 1,003 in 2016, effectively the same as in 2015.

Characteristics of Employees

- Gender
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest retirement date

Category of Employment by Gender

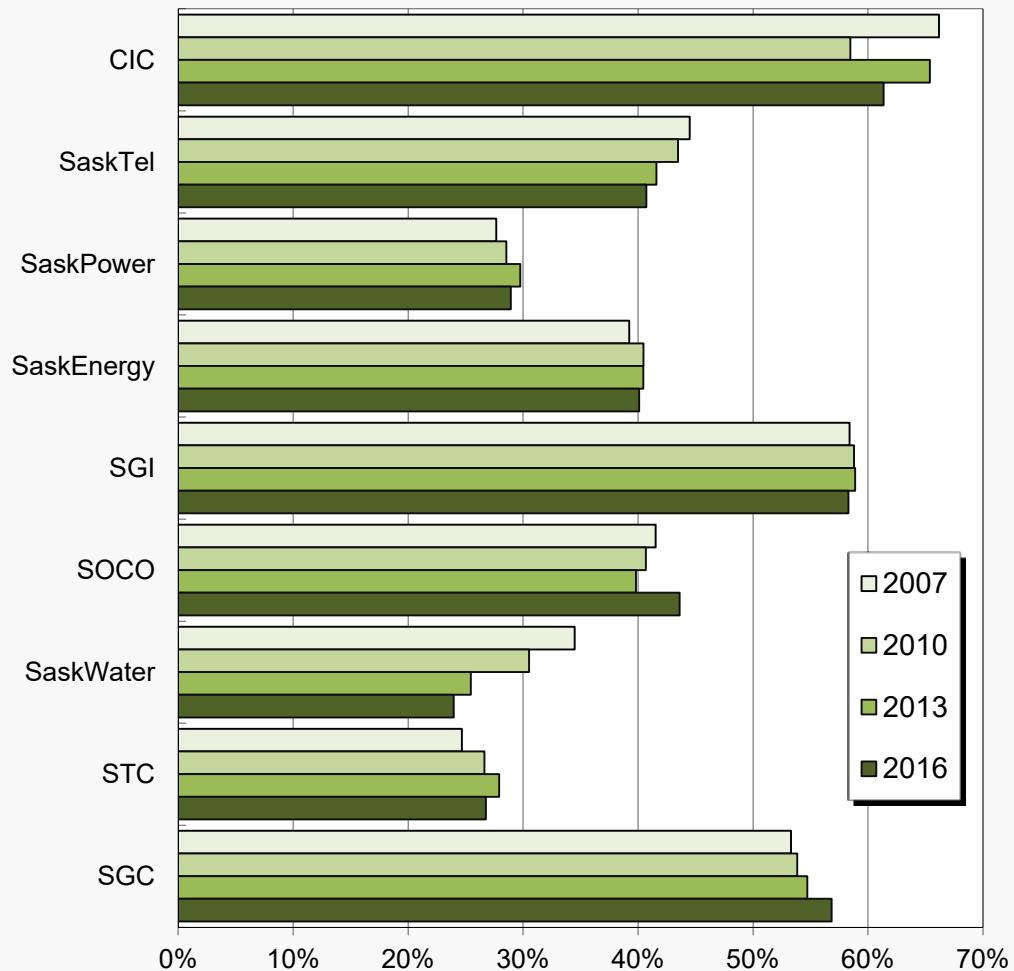
Percent of Crown Staff who are Women



- The proportion of crown staff who are women has declined slightly over time. In 2016, 41.7% of permanent and non-permanent staff were women compared with 43.9% in 2007.
- In spite of a decline, women still make up the majority of staff in term positions, accounting for 53.5% of those in term positions. In seasonal positions, women now represent 47.7% of the total.
- The proportion of students who are women is not significantly different from the proportion of permanent staff. In 2016, 43.6% of the students were women.

Crown Corporation Employment by Gender

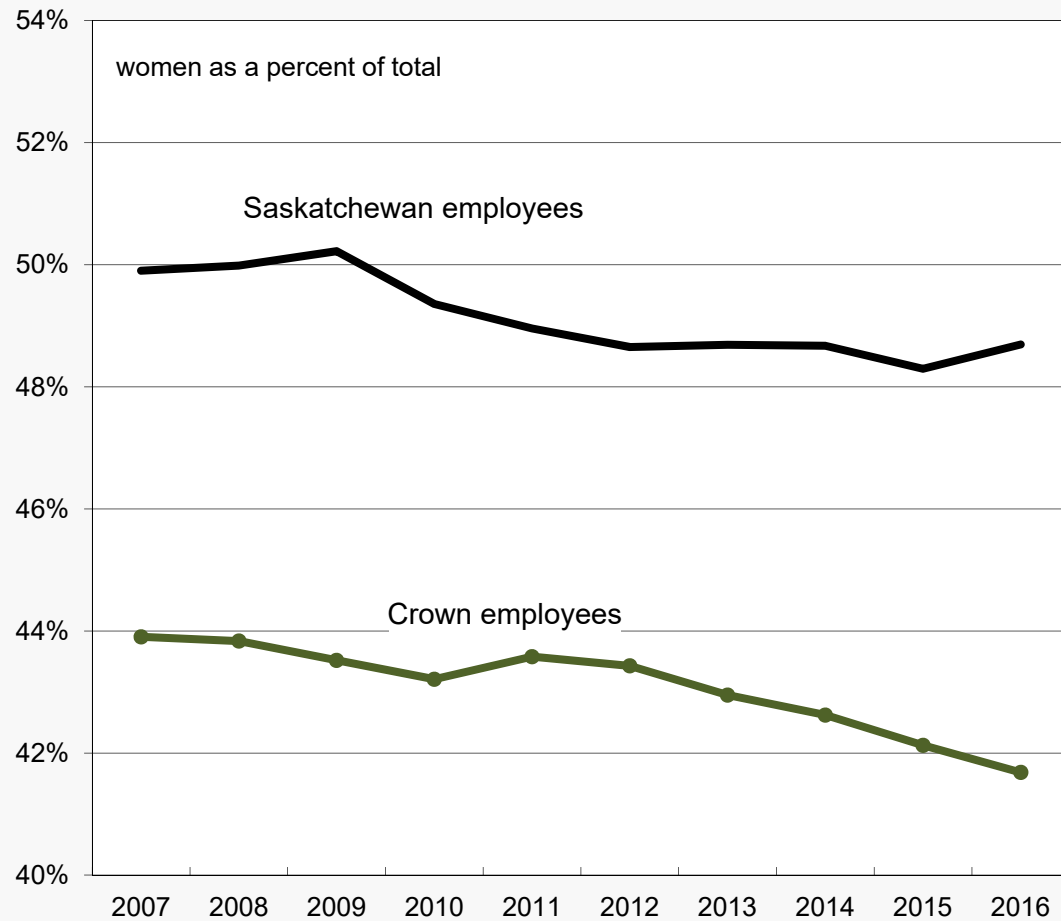
Percent of Permanent Crown Staff who are Women



- From 2007 to 2016, most crowns report no dramatic changes in the proportion of women among their permanent staff.
- There are some trends over time, however. The proportion of female employees is on a downward trend at:
 - SaskTel; and
 - Sask Water.
 The proportion is on an upward trend at SGC.

Comparison with Saskatchewan

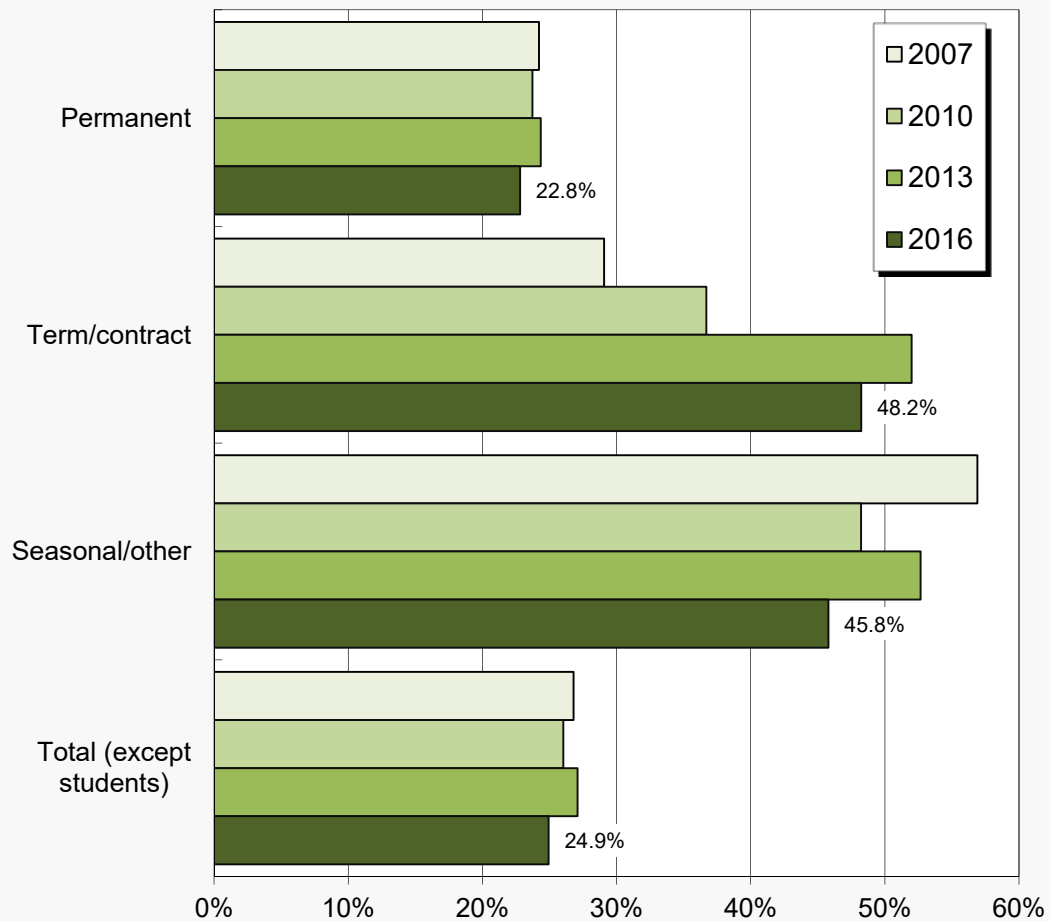
Employment by Sex
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve employees only, annual averages)



- In the province as a whole, women made up just under one-half (48.7%) of employees in 2016, that is, excluding the self-employed.
- This compares with 41.7% of the permanent and non-permanent crown employees.

Women in Under-Represented Positions

Women Employed in Under-Represented Positions as Percentage of Total Employment in Under-Represented Positions



- Using the Saskatchewan Human Rights Commission methodology*, women represent 24.9% of persons working in positions classified as under-represented. (The Commission has a target of 46% for women in these kinds of positions.)
- The proportion is much higher in non-permanent positions than in permanent ones.
- The proportion has declined slightly over time, from 26.8% in 2007 to 24.9% in 2016.

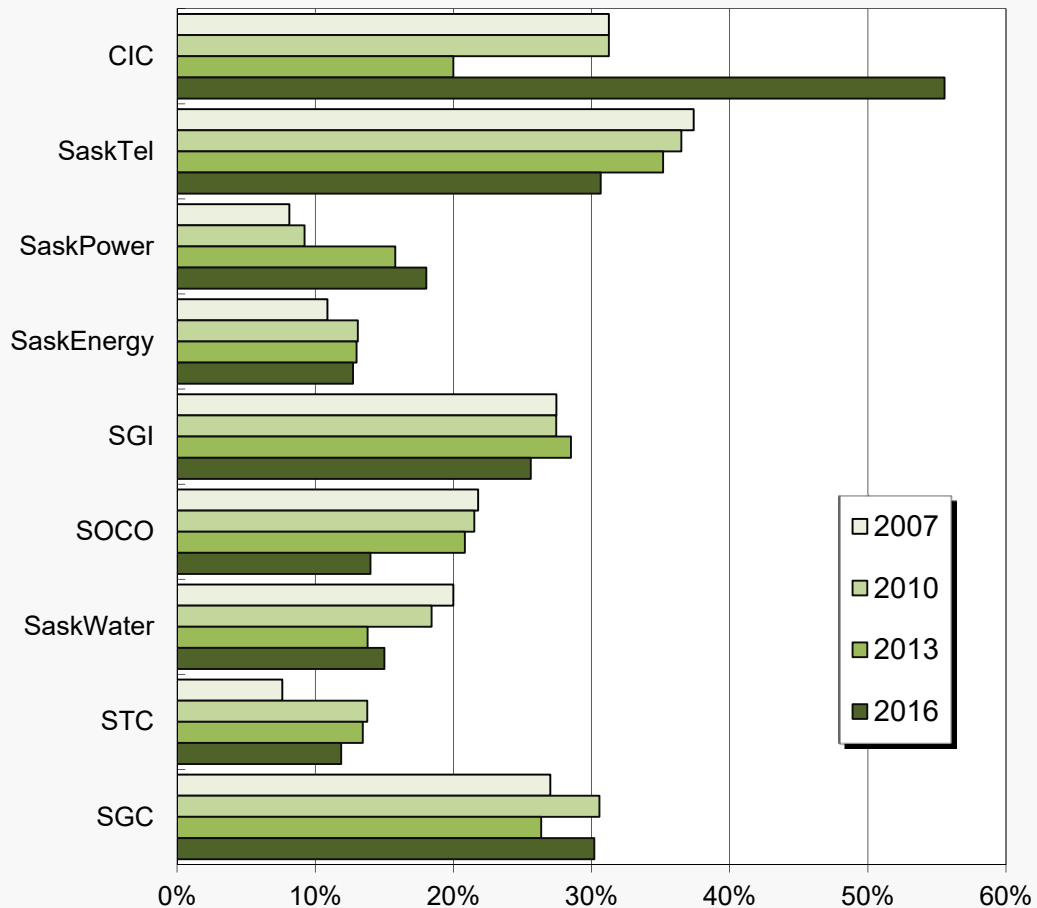
** As of 2011, the occupations (at the 4-digit NOC level) in which women represent less than 46% of those working are designated as "under-represented". Some of the common examples in the crowns are*

a) electrical engineers (22% women);

b) welders (5%).

Women in Under-Represented Positions, by Crown Corporation

Women Employed in Under-Represented Positions as Percentage of Total Employment in Under-Represented Positions, , Permanent Positions Only

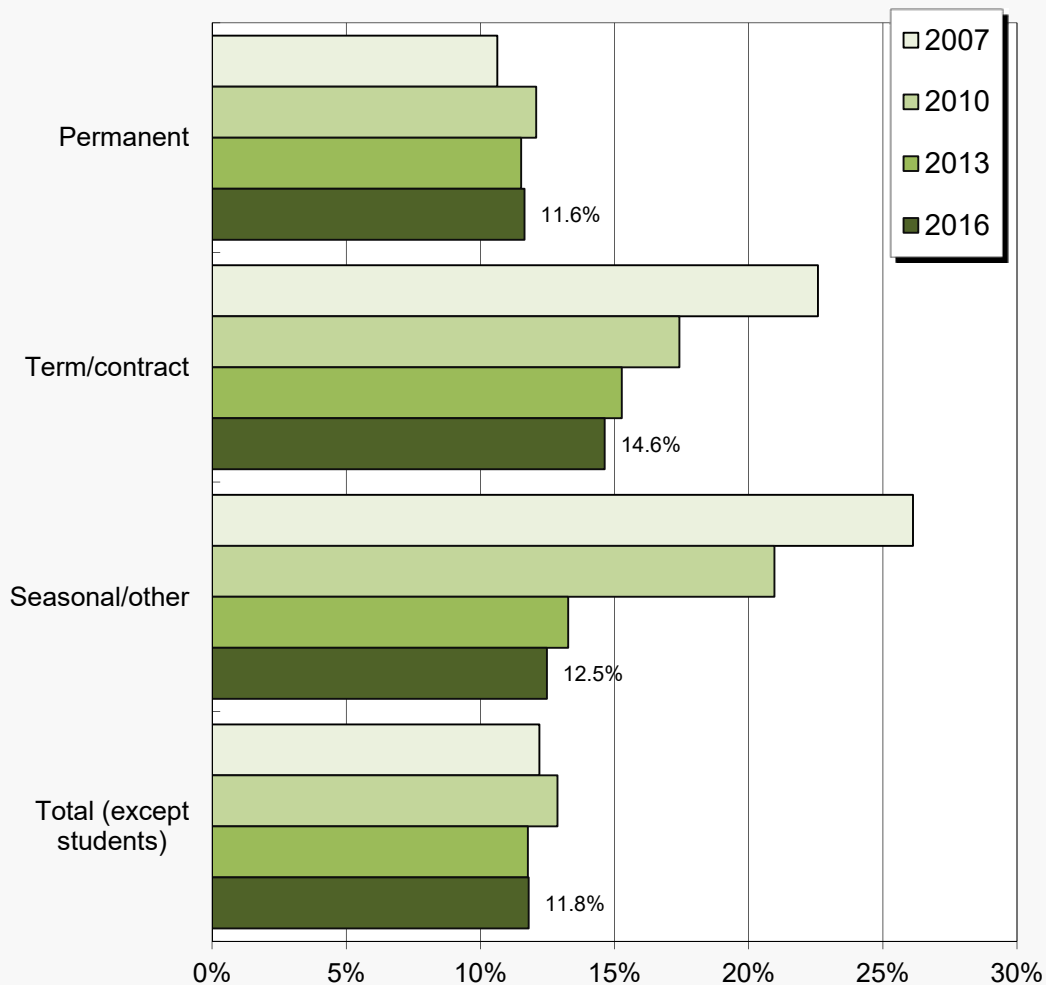


- In absolute terms, the largest number of women working in under-represented positions are employed at SaskTel. However, the largest proportion are working at CIC.
- SaskPower is making steady progress in increasing the number of women who work in under-represented positions but the proportions are still low.
- There is a steady downward trend at SaskTel and SOCO.

*** insufficient occupational detail provided for CIC in 2004*

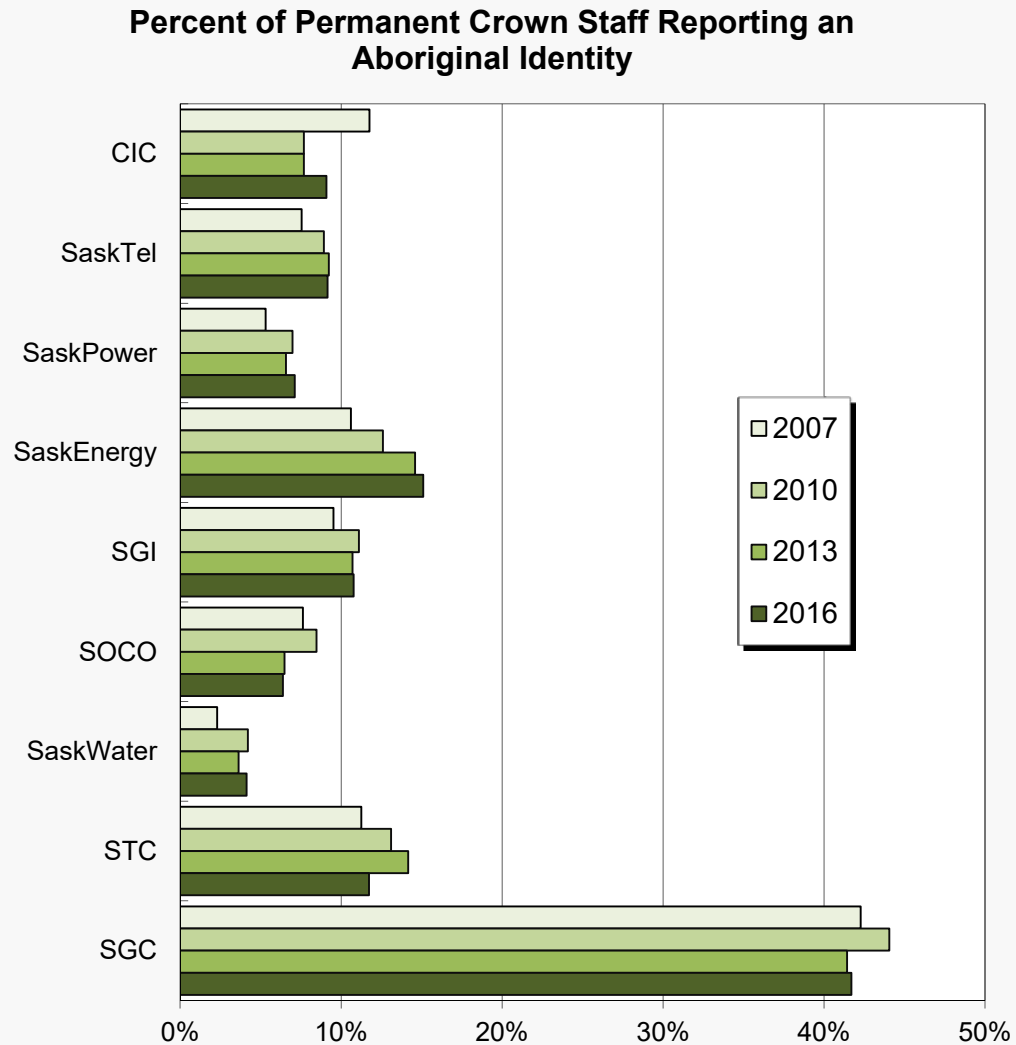
Aboriginal Identity

Percent of Crown Staff Reporting an Aboriginal Identity



- The proportion of Aboriginal employees in non-permanent positions has declined over time.
- One consequence is that, at the end of 2016, there were 1,376 Aboriginal employees in the crowns compared with 1,405 employees in 2007.
- Among students, those reporting an Aboriginal identity make up 10.6% of the total.
- The Saskatchewan Human Rights Commission has goals of:
 - 14% for Aboriginal employees province-wide; and
 - 35% in Prince Albert and the North.

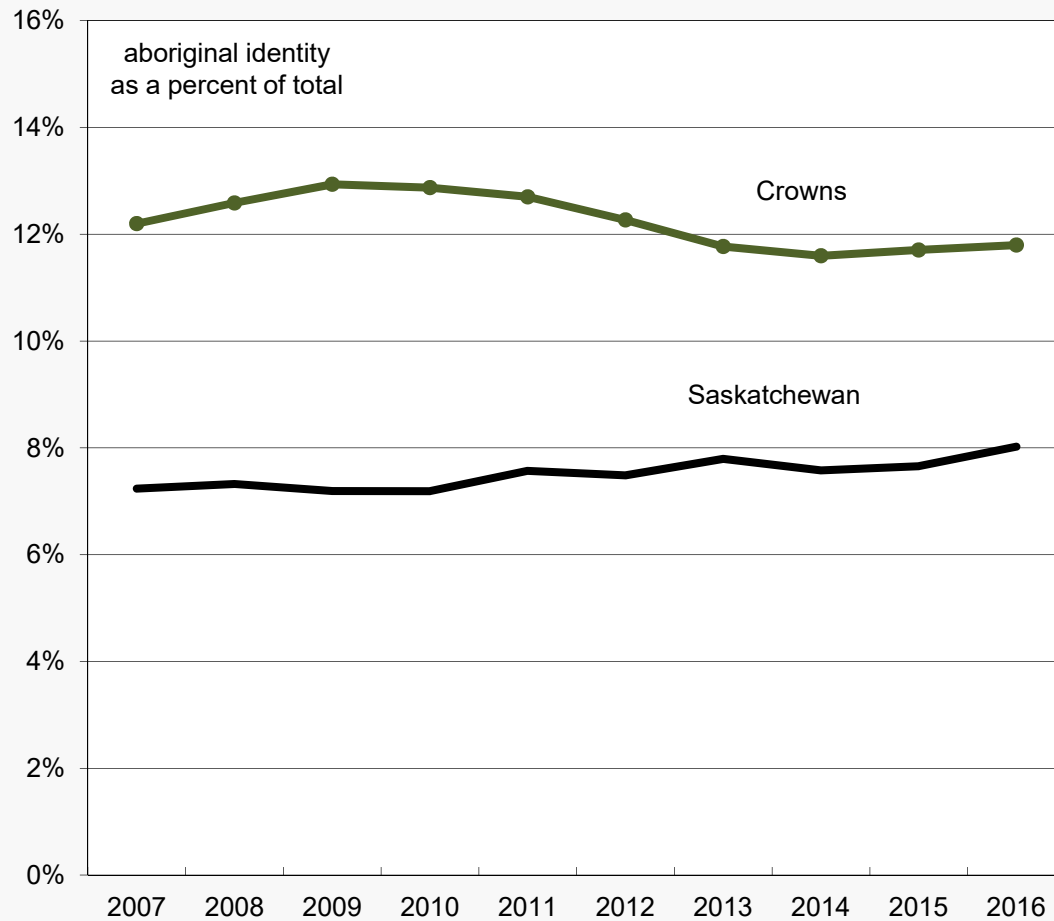
Aboriginal Identity by Crown Corporation



- SGC has, by far, the highest proportion of Aboriginal employees where more than four out of ten permanent and non-permanent staff report an Aboriginal identity.
- The most consistent increases over time have been at SaskEnergy.

Comparison with Saskatchewan

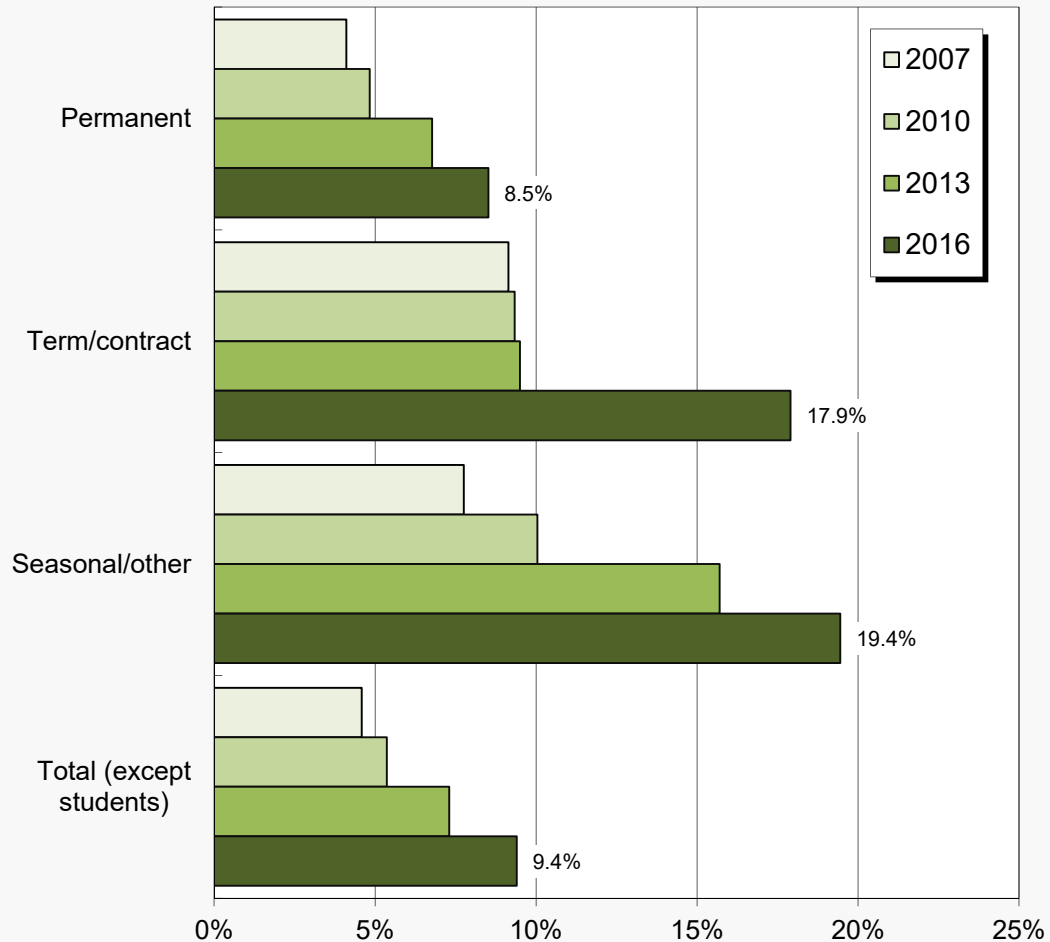
Employment by Aboriginal Identity
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



- Excluding the population living on Reserve (where the Labour Force Survey is not conducted), Aboriginal people make up 8.0% of the employed persons in Saskatchewan.
- This compares with 11.8% of the permanent and non-permanent crown staff in 2016.

Membership in a Visible Minority Group

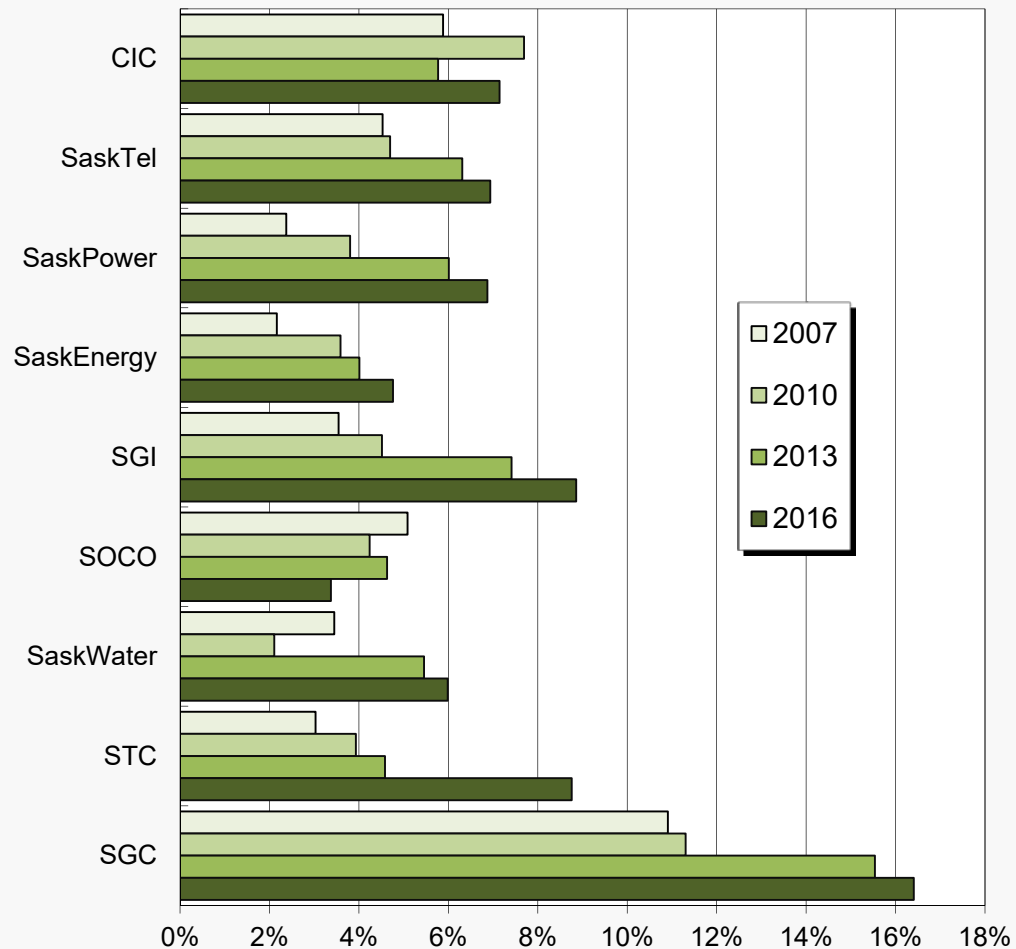
Percent of Crown Staff who are Members of a Visible Minority Group



- The proportion of permanent staff who are members of a visible minority group has increased steadily from 4.1% in 2007 to 8.5% in 2016. The proportion increases to 9.4% if non-permanent staff are included.
- Members of a visible minority group are much more common among non-permanent staff and among students than among permanent staff.
- The proportion of students in 2016 who were members of a visible minority group was 11.7%.
- The Saskatchewan Human Rights Commission has goals of:
 - 6.6% for members of a visible minority group province-wide; and
 - 11% in Regina or Saskatoon.

Visible Minority Membership by Crown

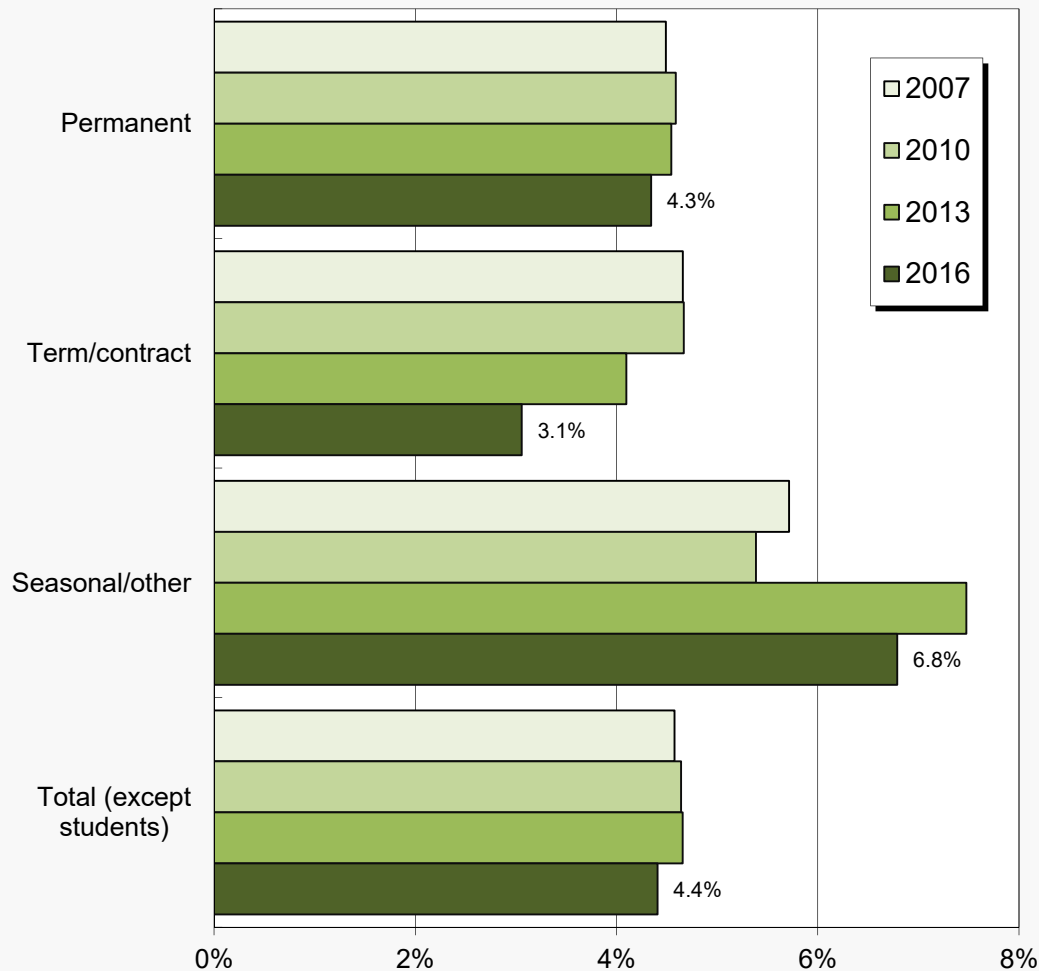
Percent of Permanent Crown Staff are Members of a Visible Minority Group



- The upward trend among members of a visible minority group is largely a consequence of steady and quite dramatic increases in the four larger crowns – SaskPower, SGI, and SaskTel, and SaskEnergy.
- There have also been significant increases in most other crowns. CIC and SOCO are the only exceptions.

Persons Reporting a Disability

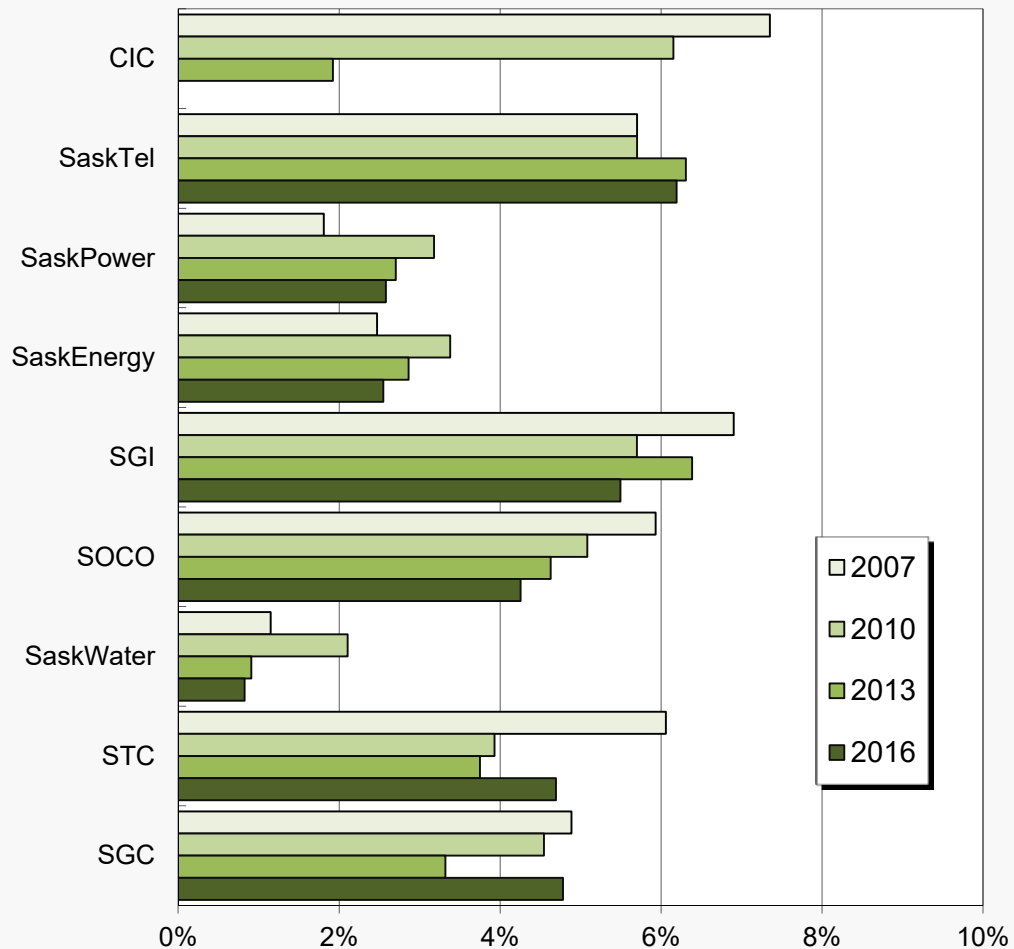
Percent of Crown Staff Reporting a Disability



- The proportion of permanent and non-permanent staff who report a disability is effectively unchanged over the years. In 2016, the proportion was 4.4% compared with 4.6% in 2007.
- Those in term positions are less likely to be disabled; those in seasonal positions more likely to be.
- The proportion of 2016 students who reported a disability was 2.2%.

Persons Reporting a Disability by Crown

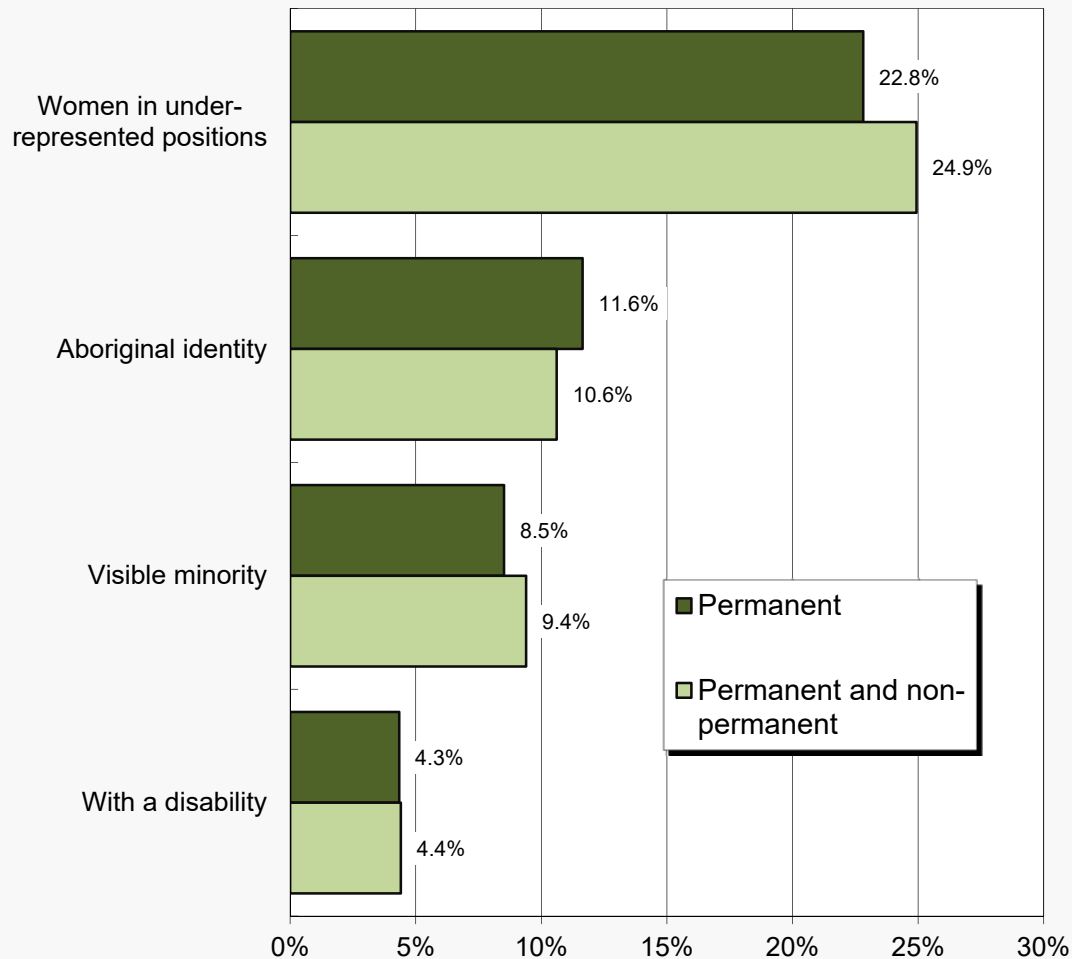
Percent of Permanent Crown Staff Reporting a Disability



- In 2016, no CIC staff member reported a disability compared with 7% in 2007.
- There is evidence of a downward trend at SOCO but most crowns report annual fluctuations with no apparent trends over time.
- The Saskatchewan Human Rights Commission has a target of 9.7% for employees who report a disability.

Summary of Diversity Measures for 2016

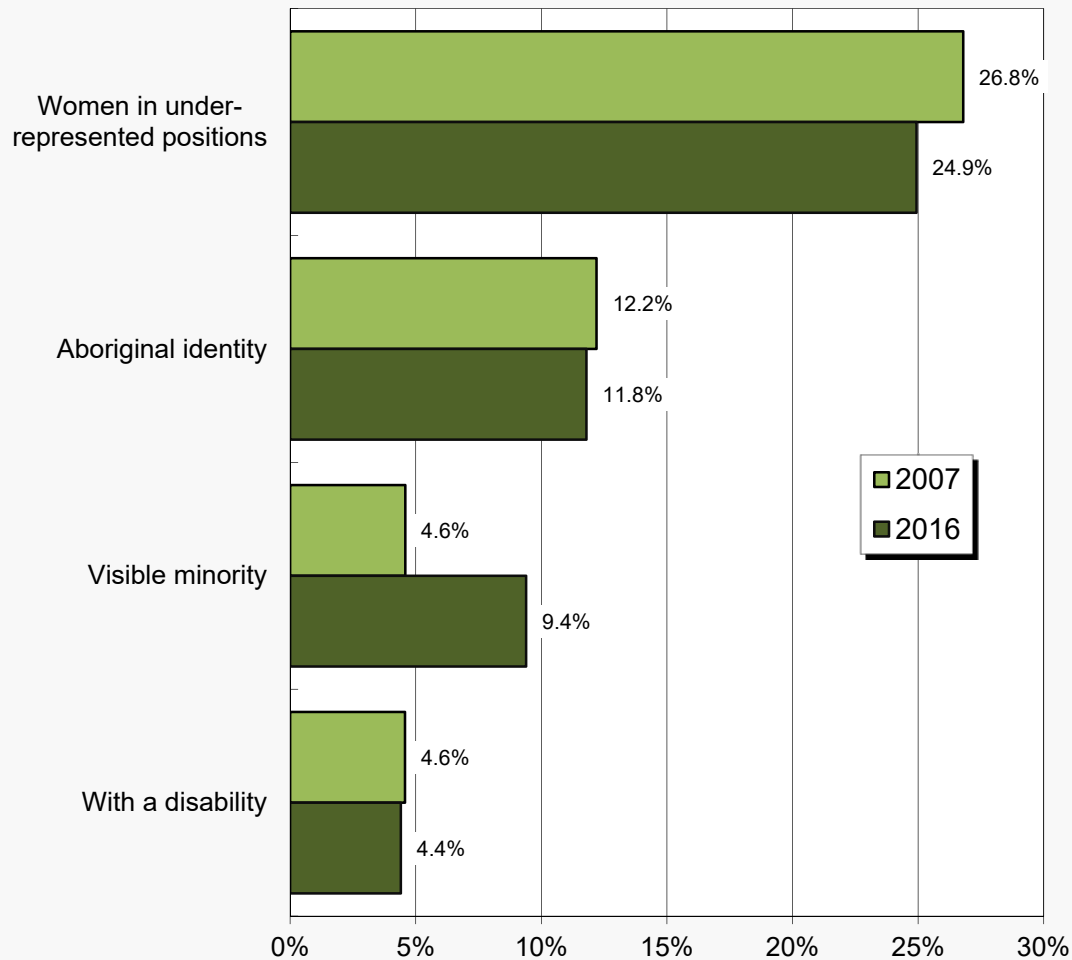
Percent of Staff in Target Groups, 2016



- Women represent one in four (24.9%) employees in under-represented positions. The proportion is somewhat lower among permanent staff.
- The proportion of permanent and non-permanent staff in the crowns who are Aboriginal was 10.6% at the end of 2016.
- At the same point in time, 9.4% and 4.4% were, respectively, members of a visible minority group or reported having a disability.

Changes in Diversity Measures Over Time

Change in Permanent and Non-Permanent Staff in Target Groups, 2007 to 2016

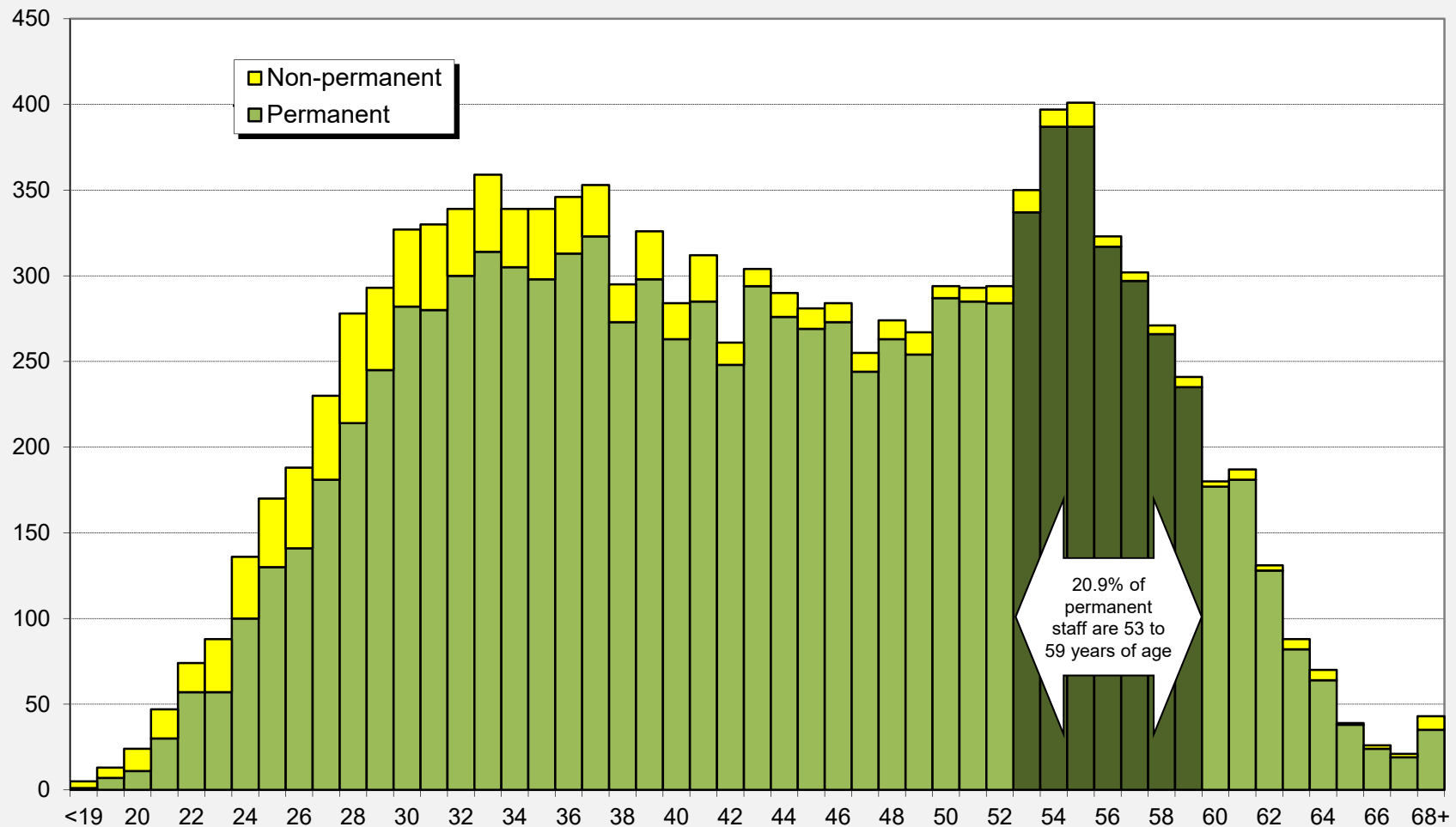


- In three diversity groups, namely Aboriginal identity, persons with a disability, and women in under-represented positions, the proportion of staff has declined slightly over the period.
- In the fourth, members of a visible minority group, the proportion of staff has increased from 4.6% in 2007 to 9.4% in 2016.

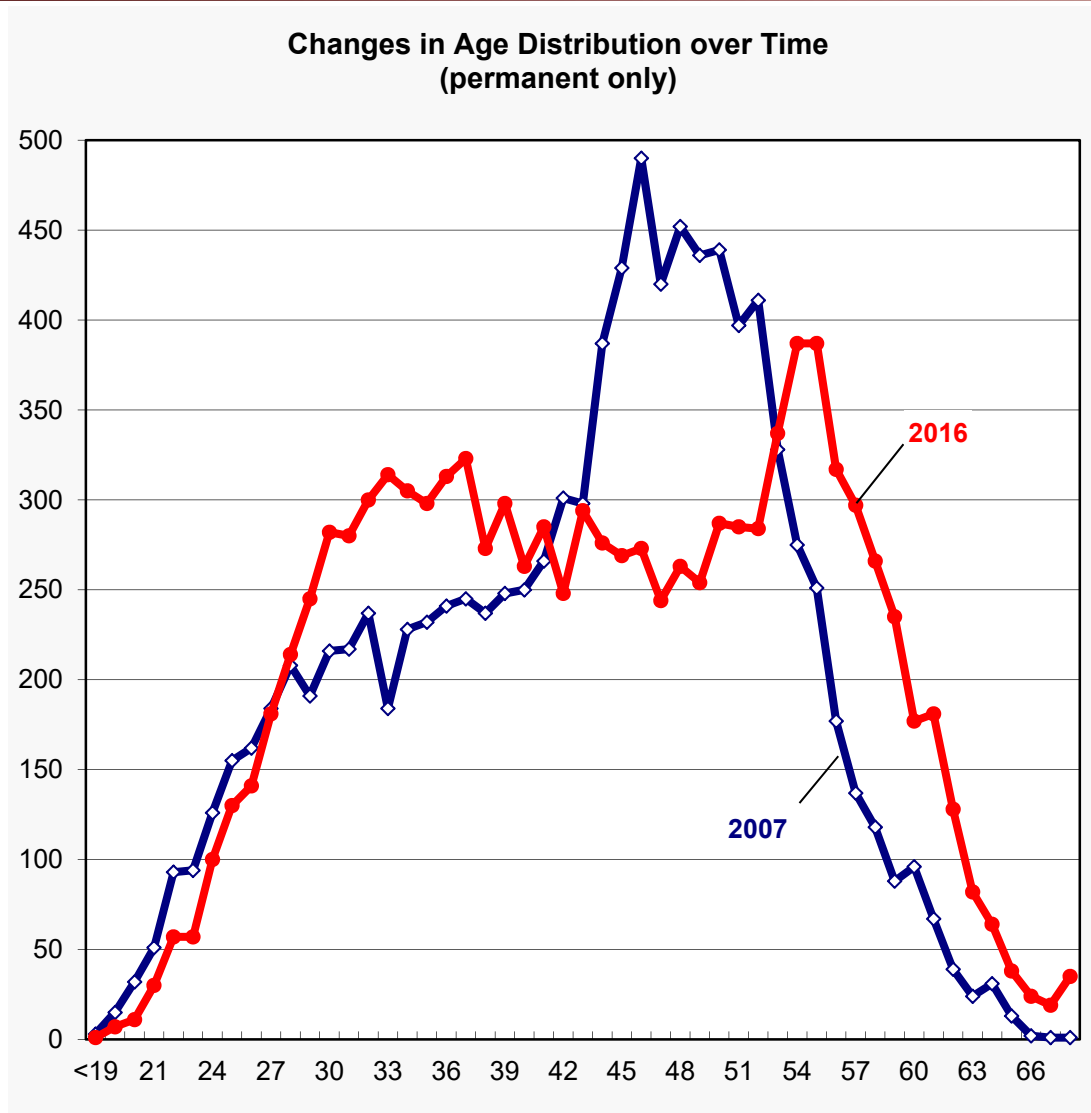
Age and Tenure

The “Bubble”: Crown Employees by Individual Age, 2016

Age of Permanent and Non-Permanent Crown Staff as of December 2016



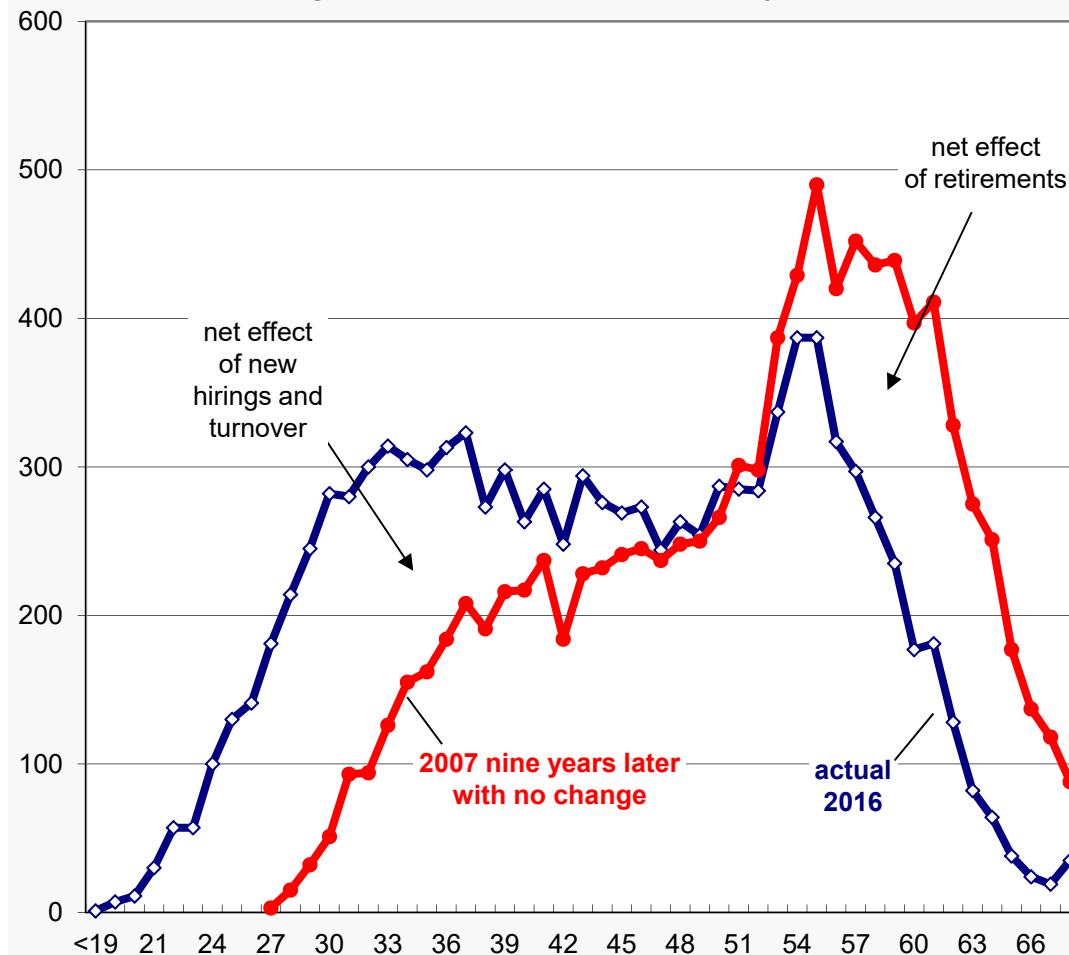
The Bubble Shifts - Permanent Staff Only



- Over the years from 2007 to 2016, the peak in the age distribution has shifted to the right and narrowed.
- The general aging of the staff over the years shows as a dramatic decline among those in their forties and a corresponding increase among those in their fifties.
- That trend is accompanied by a steady increase in the proportion of permanent staff in their 50s and 60s.
- The number of permanent staff in their 30s is also increasing.
- In 2007, the most common age was 46. In 2016, it was 54 or 55 years of age.

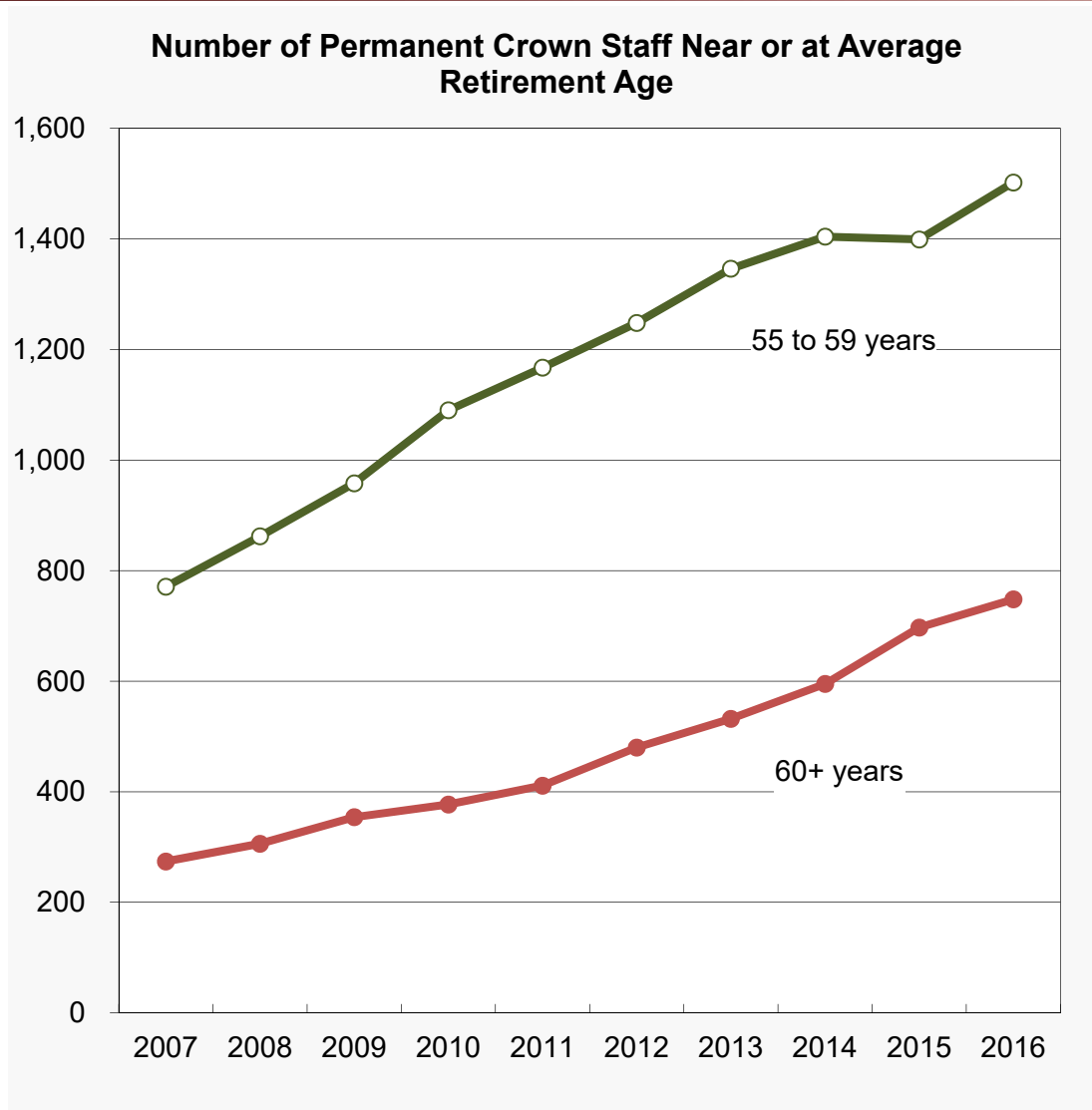
Effect of Crown Sector Human Resource Initiatives

Effect of Retirement and non-Retirement Turnover, "Managing the Bubble" Initiatives, and New Hirings on the Ages for Permanent Crown Employees



- This chart shows the effect of changes in the age of permanent staff from 2007 to 2016 with the effect of natural aging removed.
- The differences between the lines at older age groups will largely be the result of retirements.
- In younger age groups, the differences are largely from hiring younger staff, net of the relatively high turnover in this age group.
- The net effect of the changes over the period has been to “dampen” the peak which, without interventions, would have led to a very large number of staff in their fifties.

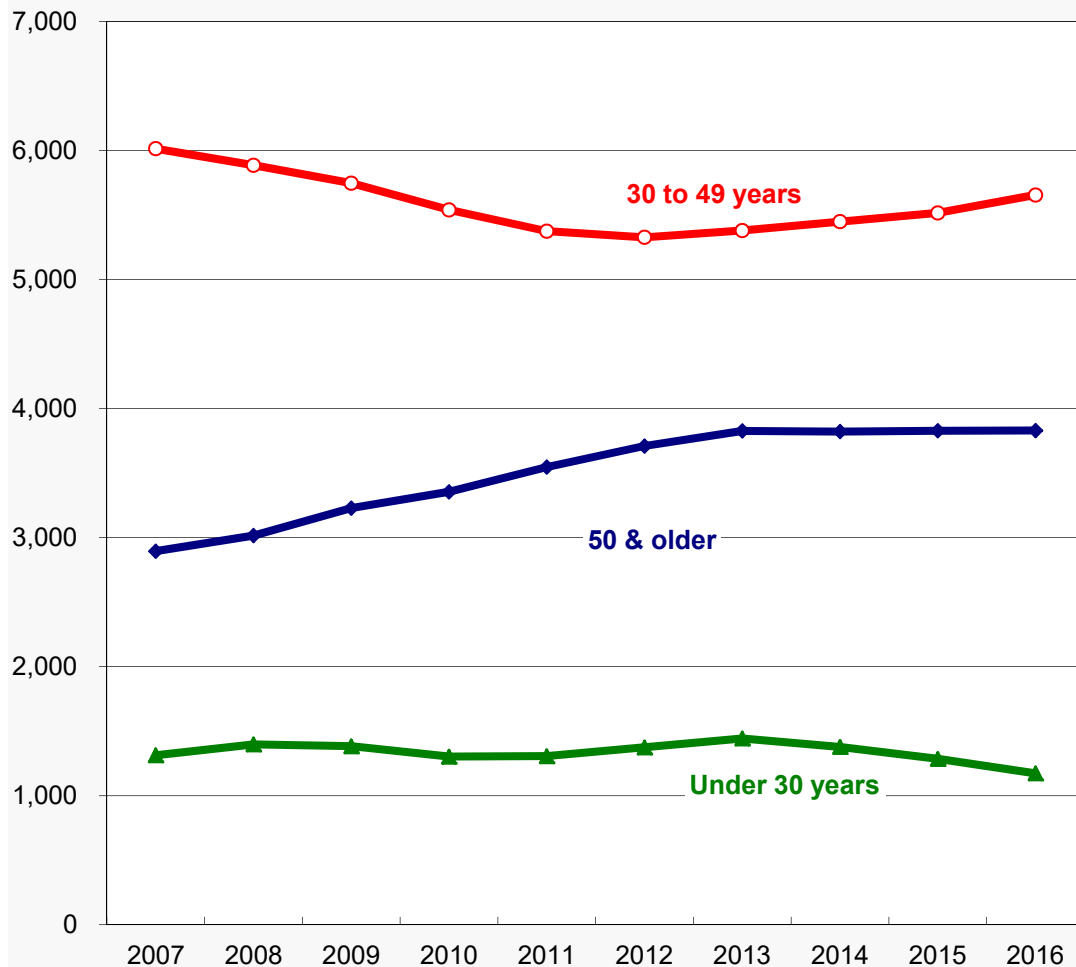
Potential Retirements



- In 2016, the average retiring permanent crown employee was 60 years of age (see page 65).
- The figure shows an increasing number of permanent crown employees who are i) 55 to 59 or ii) 60 and older. Employees in both of those age groups are potential retirees.

Changes in the Age of Crown Employees

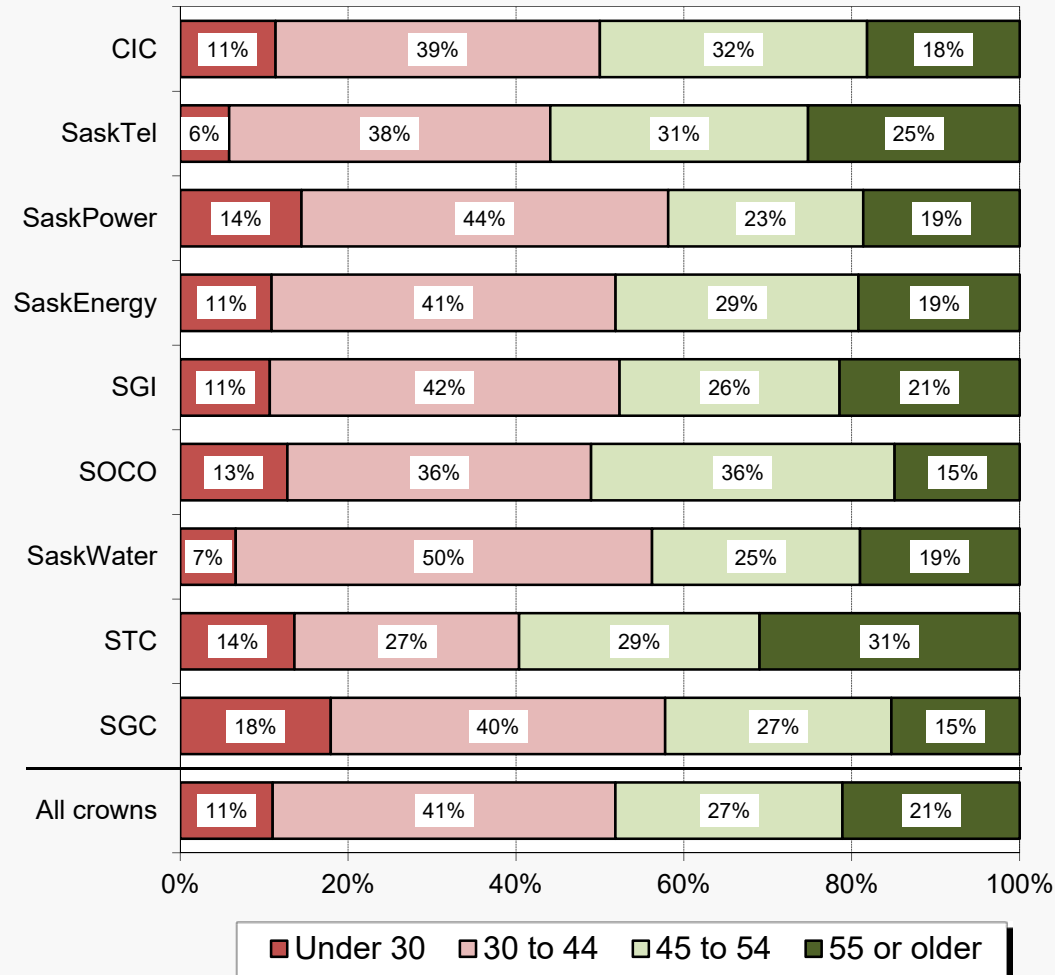
Crown Employment by Age Group, Permanent Staff Only



- This is another view of the changing age distribution of crown employees.
- The number of permanent staff in the 30 to 49 age group declined from 2007 to 2012 but the trend reversed from 2013 to 2016 and the number is now growing.
- Over the same period, the number 50 years of age and older grew steadily before levelling off from 2014 to 2016.
- The number of young people has declined in the last three years in part because of hiring restraint.

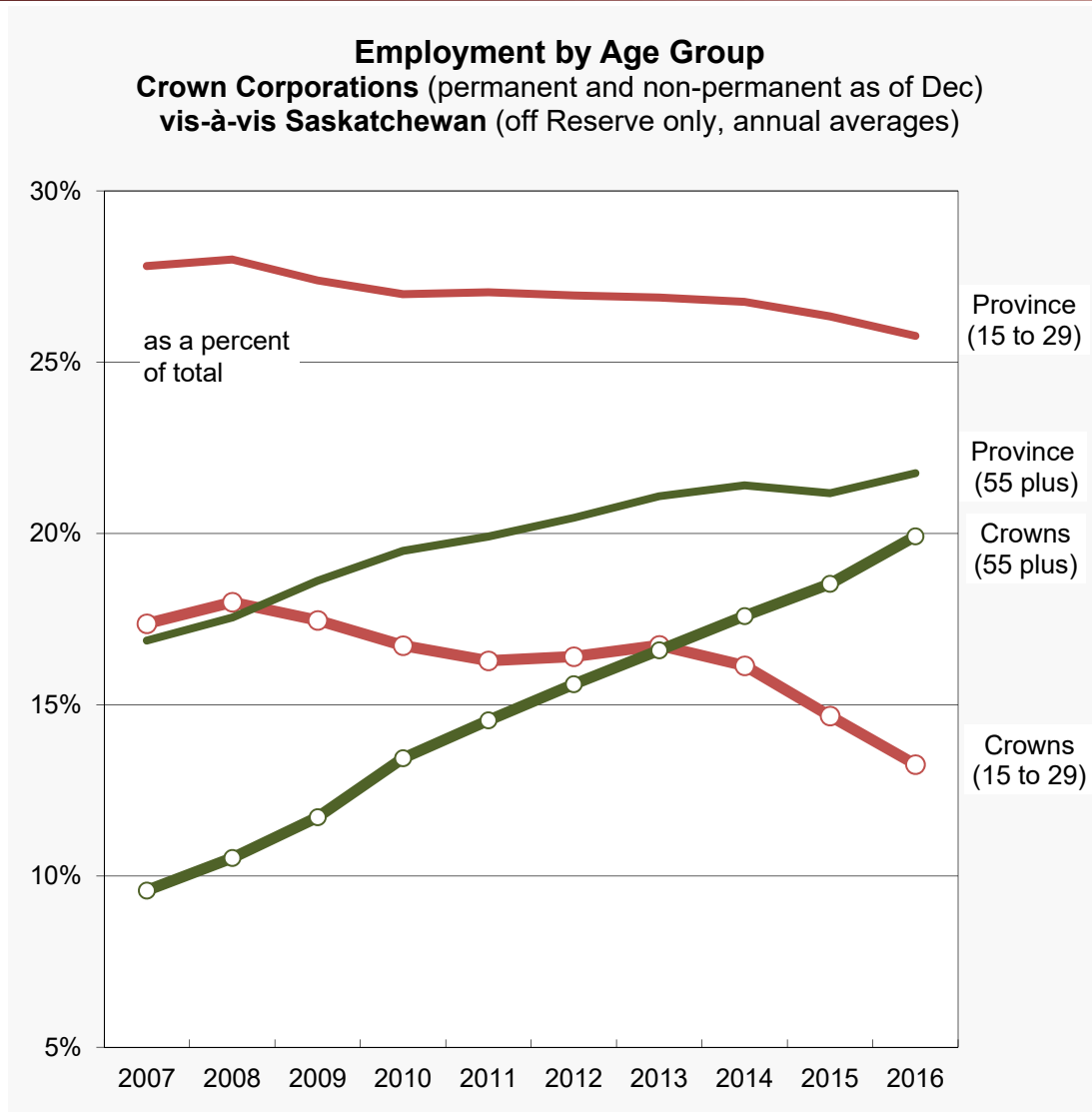
Age by Crown Corporation, 2016 (Permanent Staff Only)

Permanent Staff by Age Group and Crown, 2016



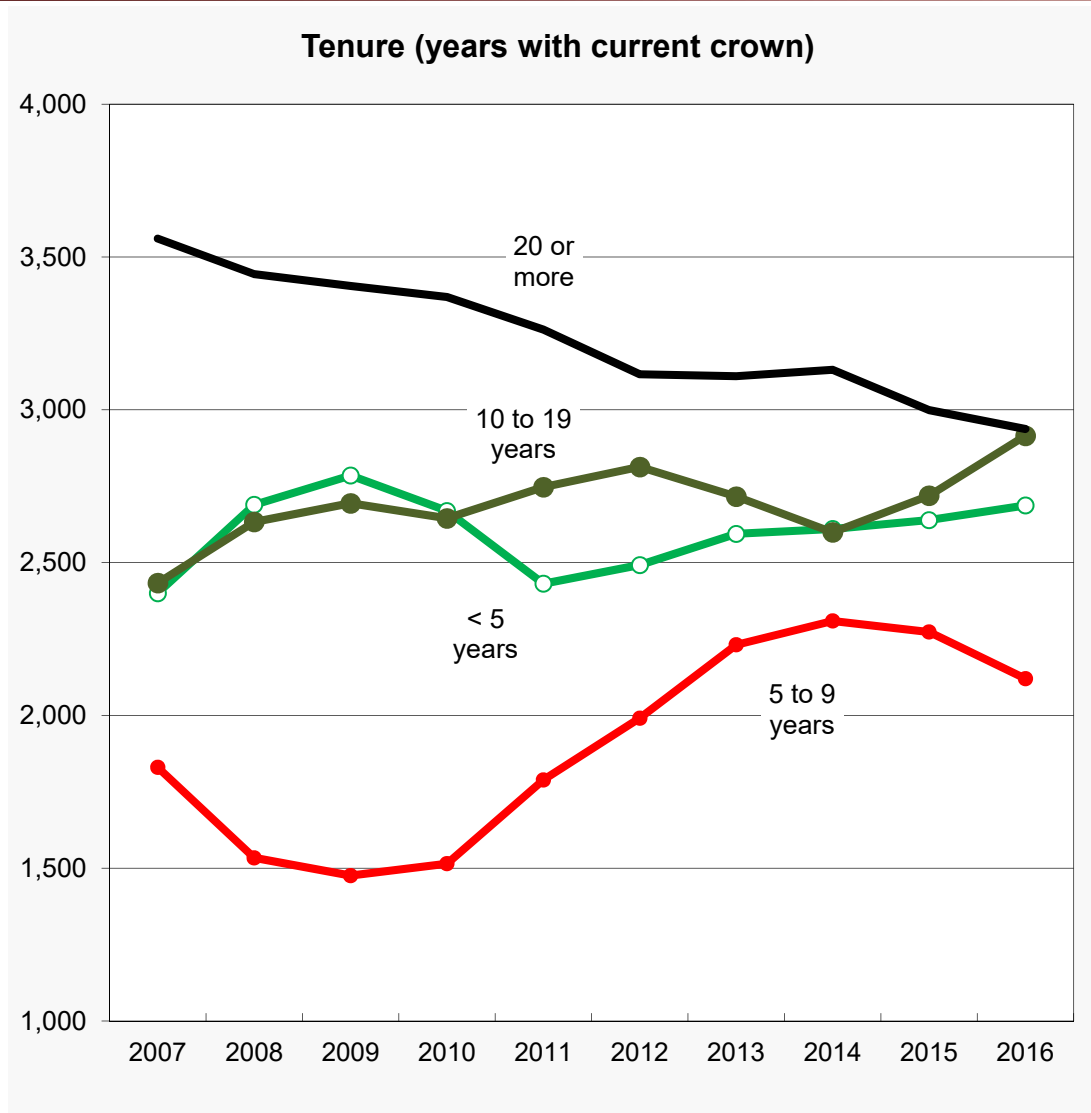
- The proportion of permanent staff who are 55 or older is highest (31%) at STC.
- The proportion of staff who are under 30 years of age is highest at SGC and lowest at SaskTel and SaskWater.
- At least part of the reason for the relatively small number of young people at SaskTel will be the lack of growth in recent years.
- Those in the pre-retirement age group (45 to 54) are most common at SOCO, CIC, and SaskTel. They are the least common at SaskPower.

Comparison with Saskatchewan



- Compared with all those employed in Saskatchewan, the crowns have fewer staff in the 55 and older age group – 20% compared with 22%. The gap has narrowed significantly since 2007.
- The crowns employ far fewer young people – 13% compared with 26% in the province as a whole. Note that the provincial figures for this age group will include a large number of students working part-time.

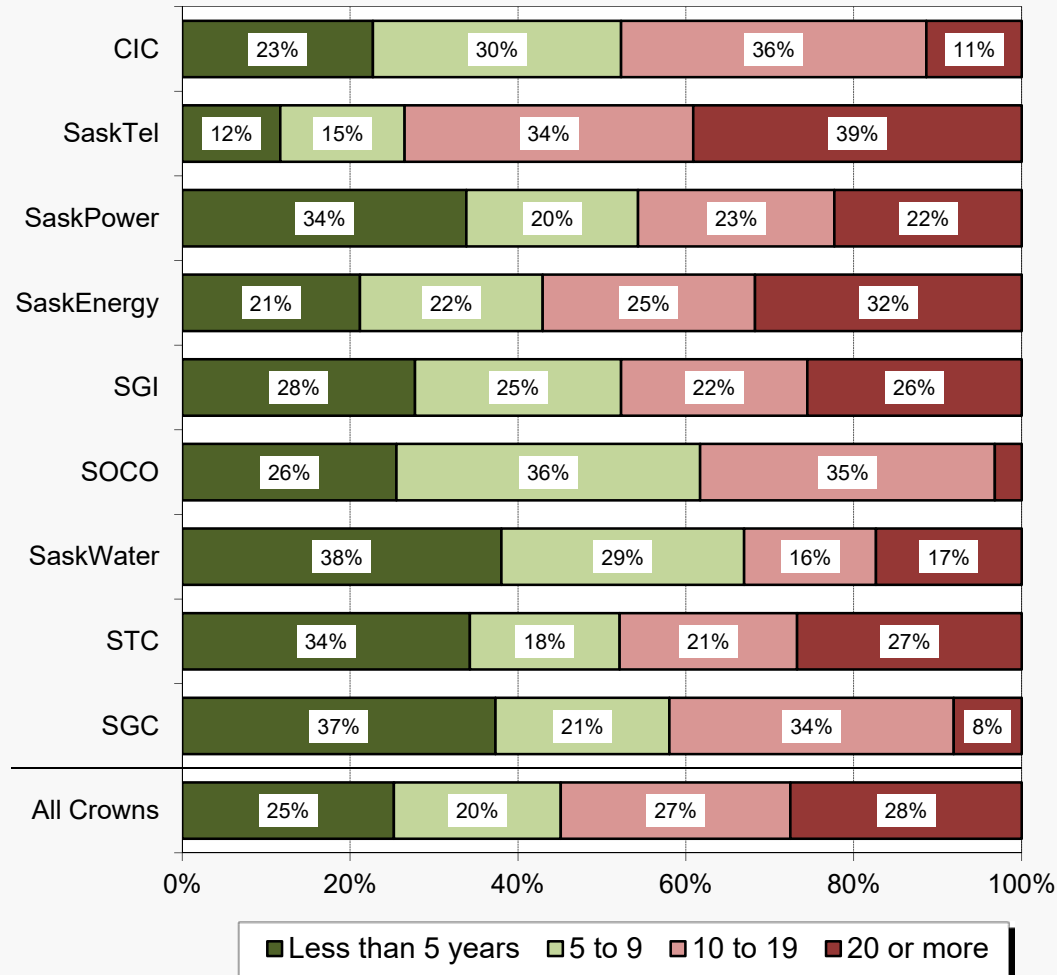
Tenure (years with the current crown)



- Average tenure among permanent staff is gradually declining. For example, 27.6% of permanent staff had been with their current crown employer for 20 or more years. This compares with 34.8% in 2007.

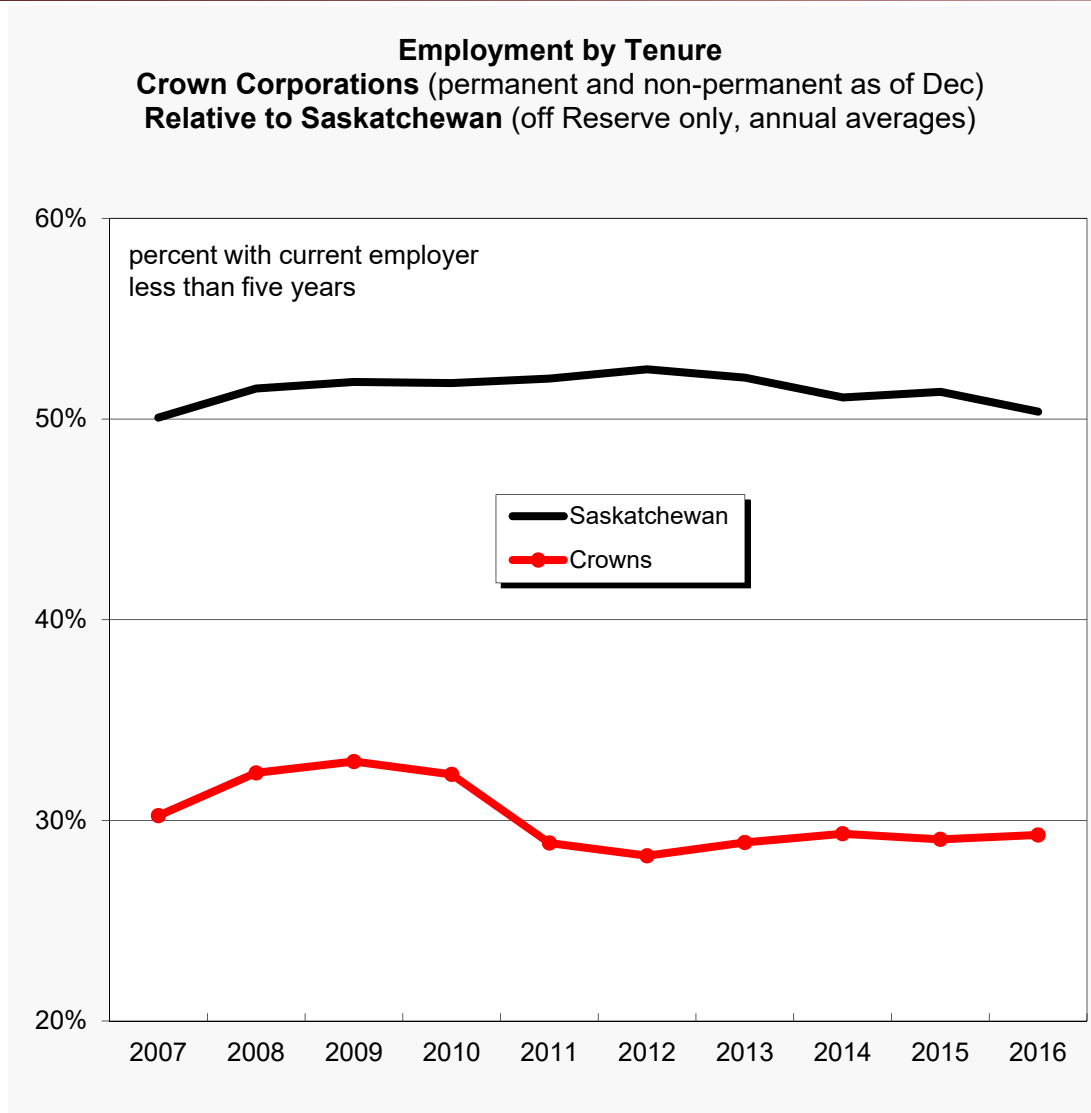
Tenure by Crown, 2016

Tenure (years with the same crown) Permanent Staff Only, 2016



- The crowns with the highest proportions of new employees (fewer than 5 years tenure) are SaskWater (38%) and SGC (37%).
- At the other end of the scale, the crowns with the highest number of employees with twenty or more years of tenure are:
 - SaskTel (39%); and
 - SaskEnergy (32%).

Tenure Comparison with Saskatchewan



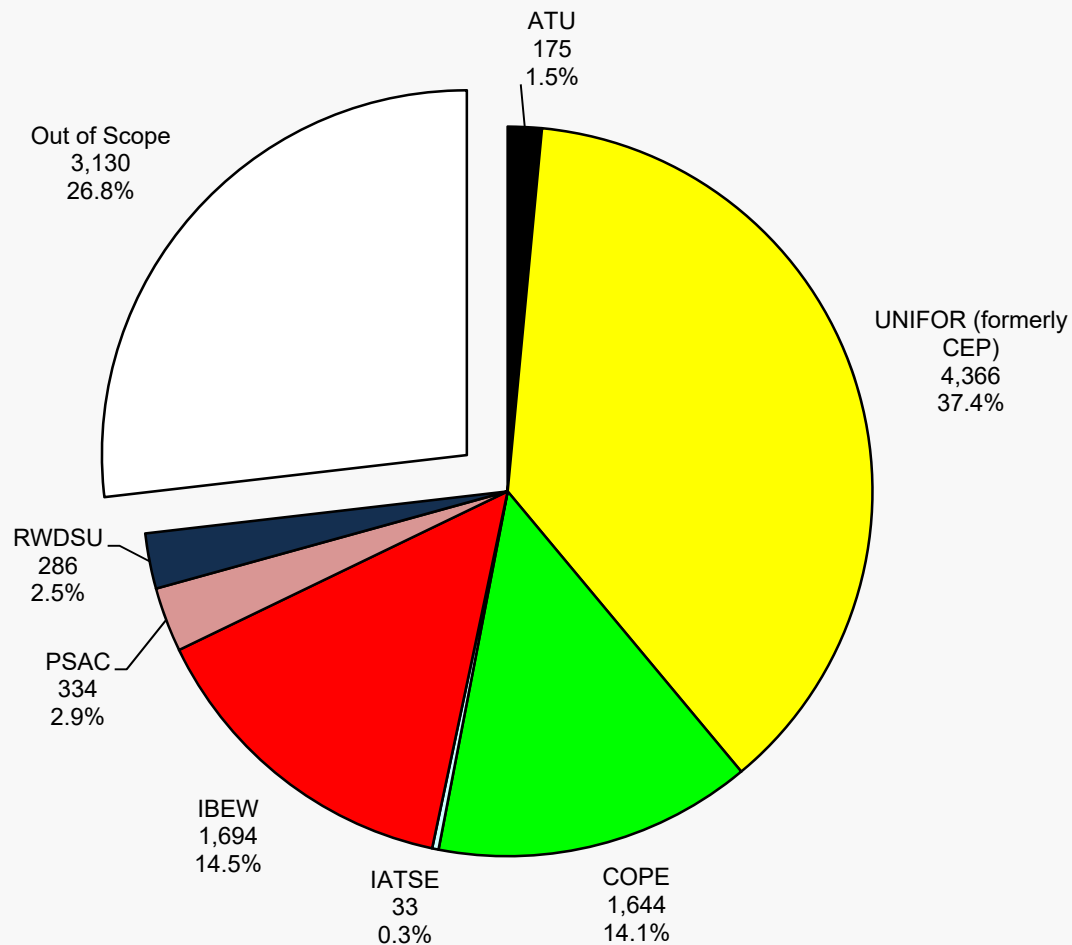
- The percentage of persons who have been with their current employer for less than five years is over 50% in Saskatchewan.
- This compares with 29% in the crowns.

Characteristics of Positions

- Scope
- Location
- Occupation and Skill Level

Union Membership

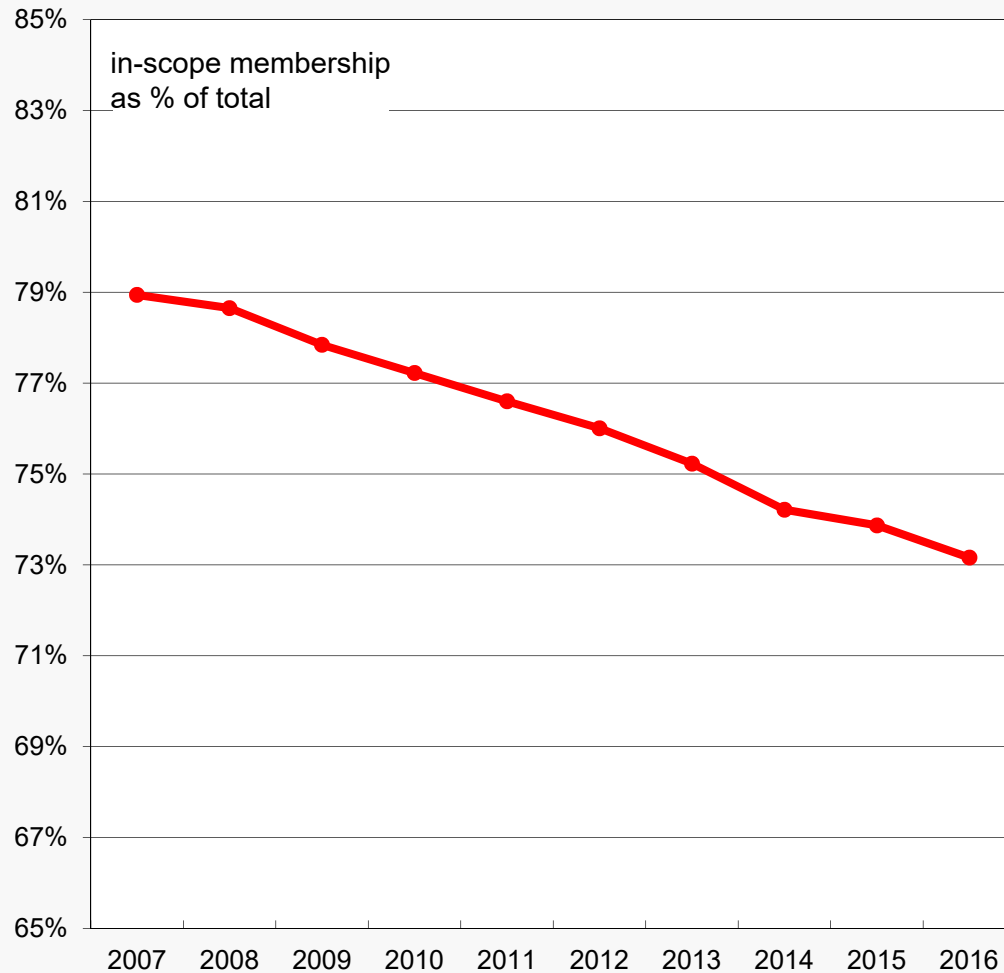
Union Membership Among Permanent and Non-Permanent Employees, 2016



- Although some have very few members, seven different unions represent at least some staff in the commercial crowns.
- UNIFOR represents the largest proportion of staff; 37.4% of the permanent and non-permanent crown staff are UNIFOR members.

Trends in Union Membership

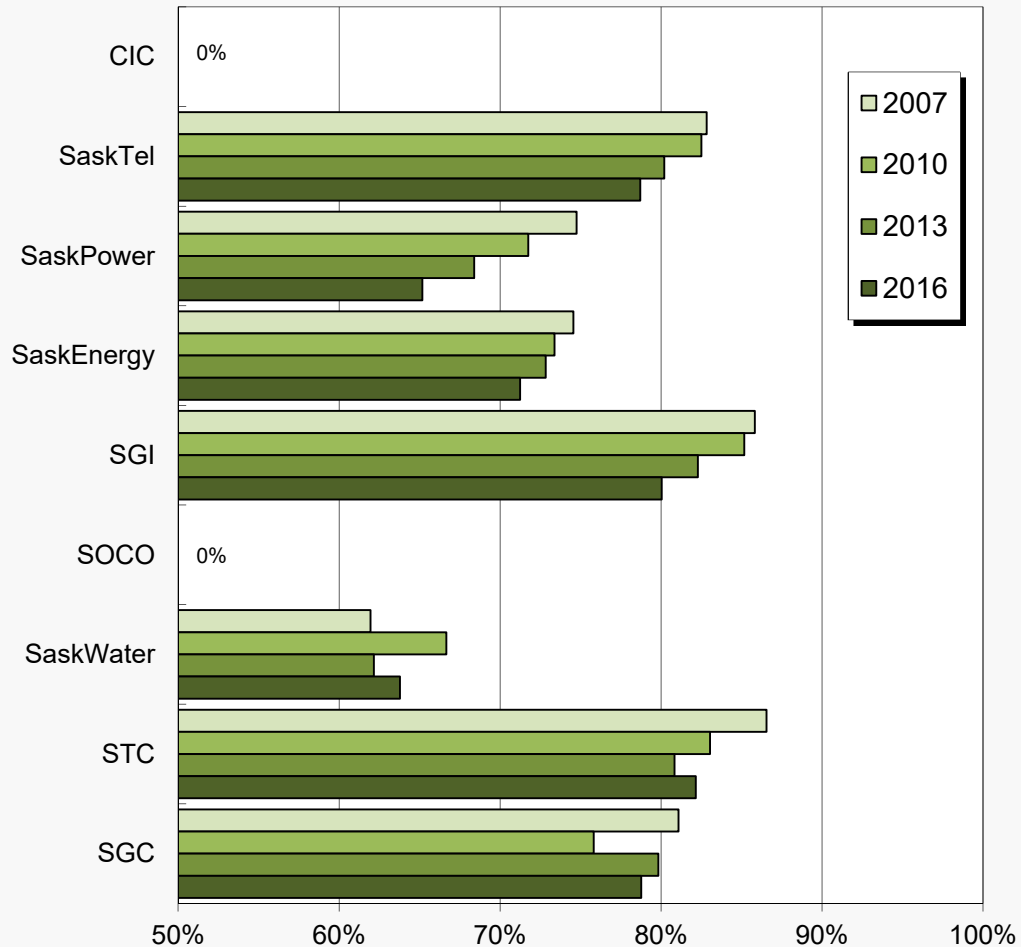
Trends in Union Membership (Permanent and Non-Permanent Staff)



- The proportion of crown staff who are in-scope has declined slightly over the years. (Note that the vertical scale is compressed in the figure.)
- In 2016, union employees represented 73.9% of staff compared with 78.9% in 2007.

Union Membership by Crown

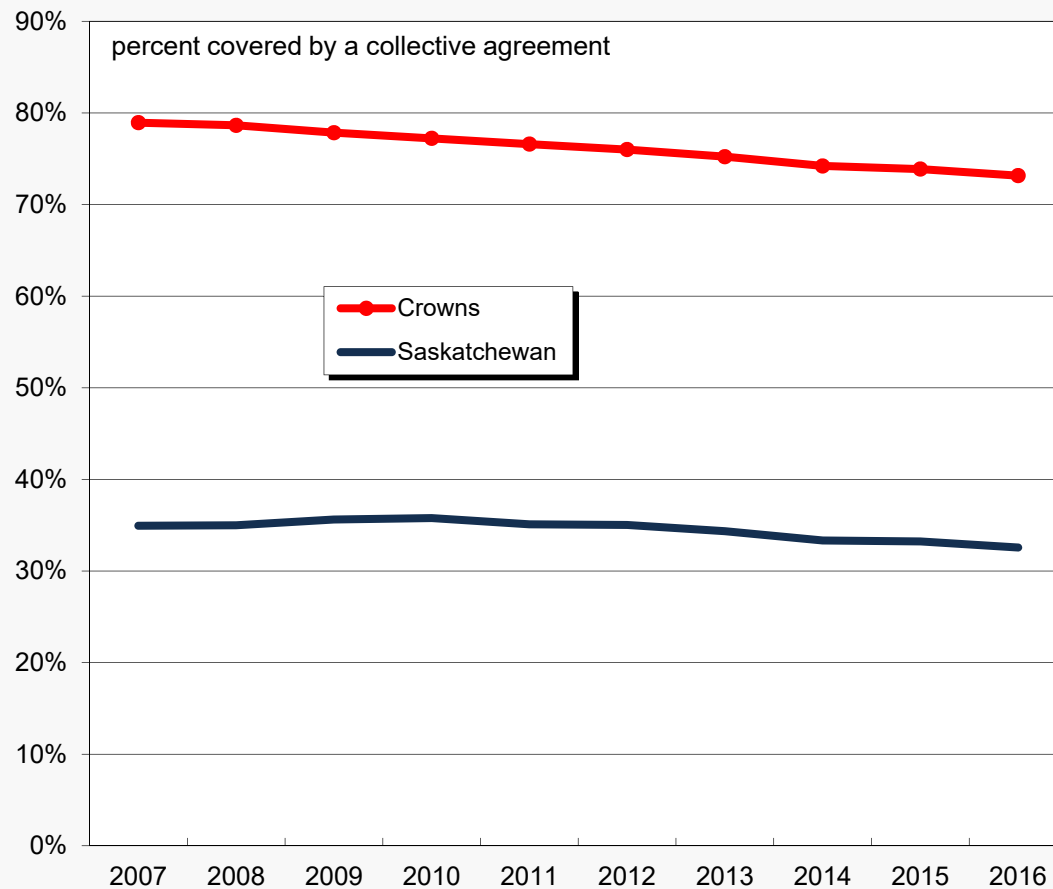
Percent of Permanent and Non-Permanent Crown Staff who are Union Members



- Not counting CIC or SOCO, in-scope staff are the least common at SaskWater. They are the most common at SaskTel, STC, SGC, and SGL.
- The gradual downward trend in union membership is evident in all of the larger crowns.

Comparison with Saskatchewan

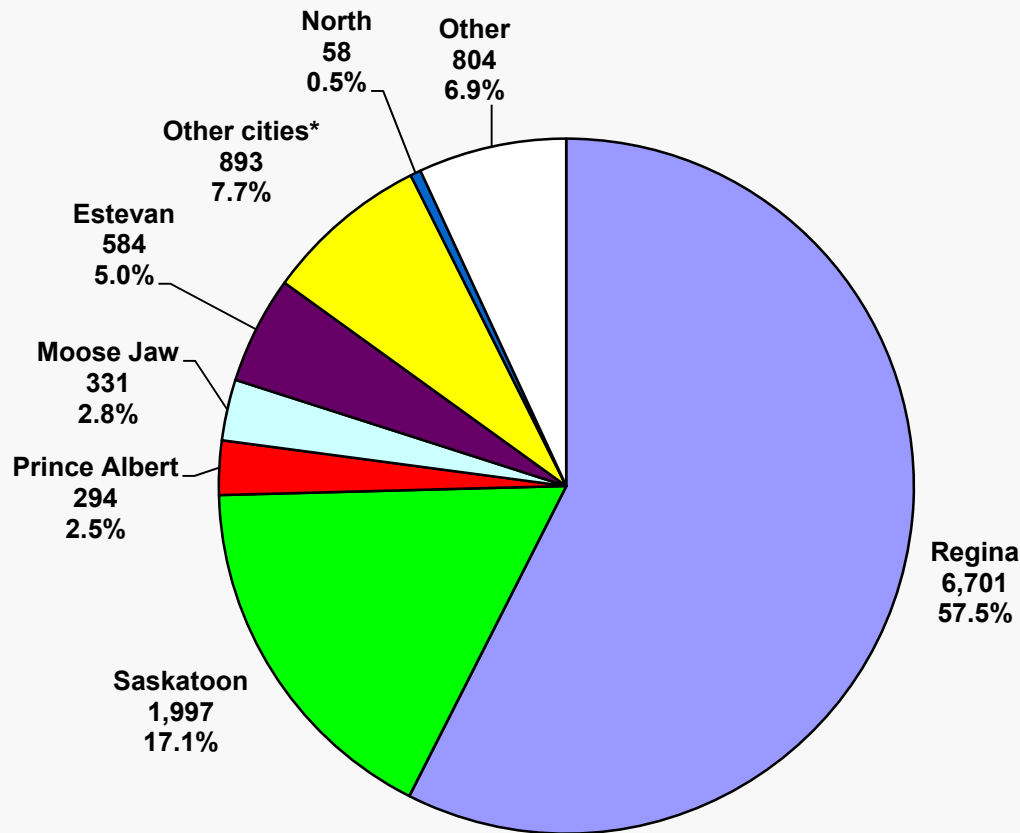
Employment by Union Membership
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages,
excluding the self-employed)



- In Saskatchewan as a whole, about 33% of paid workers (i.e. excluding the self-employed) are covered by a collective agreement.
- This compares with 73% at the crowns.

Workplace Location

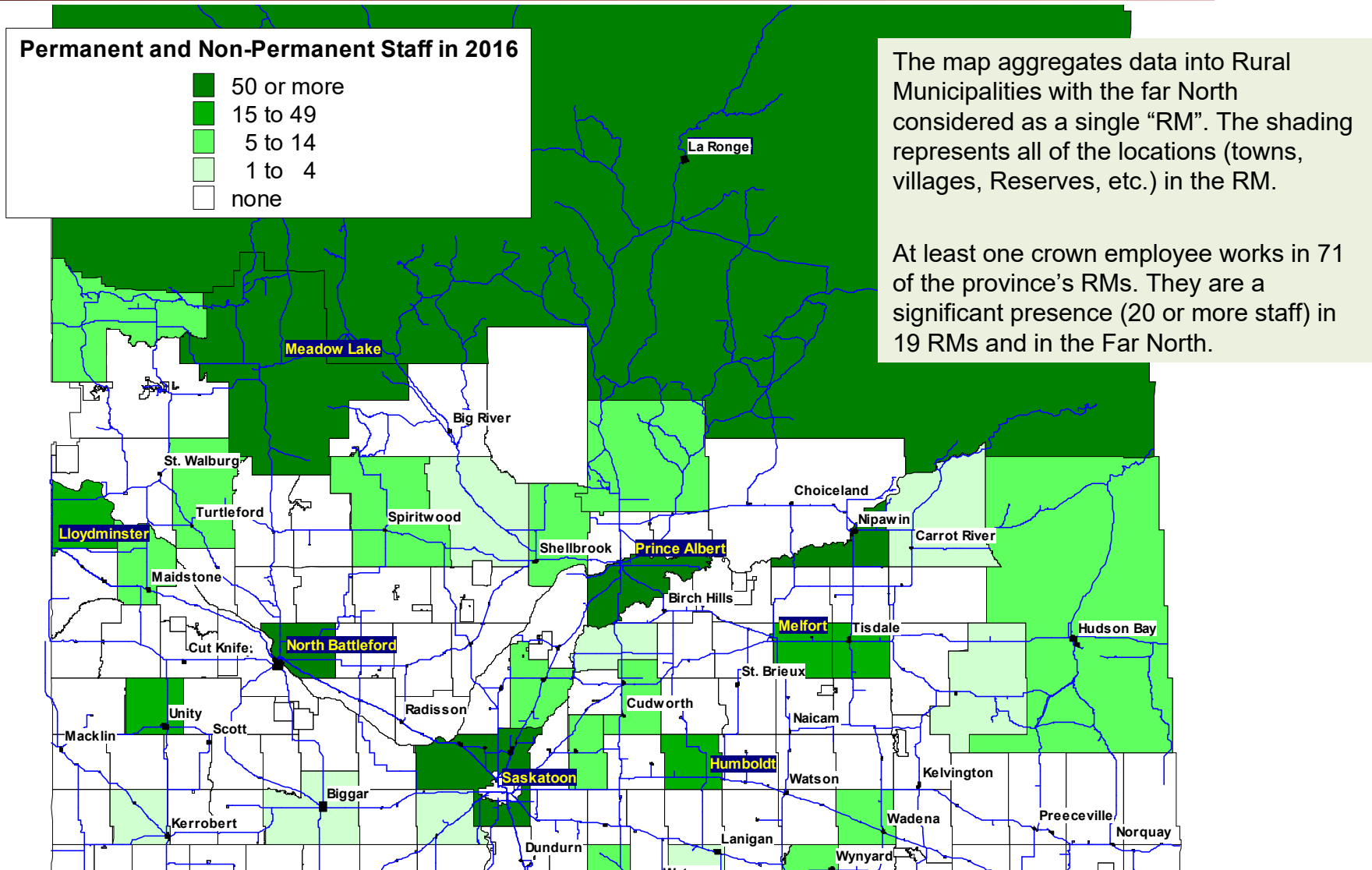
Employment of Permanent and Non-Permanent Staff by Location, 2016



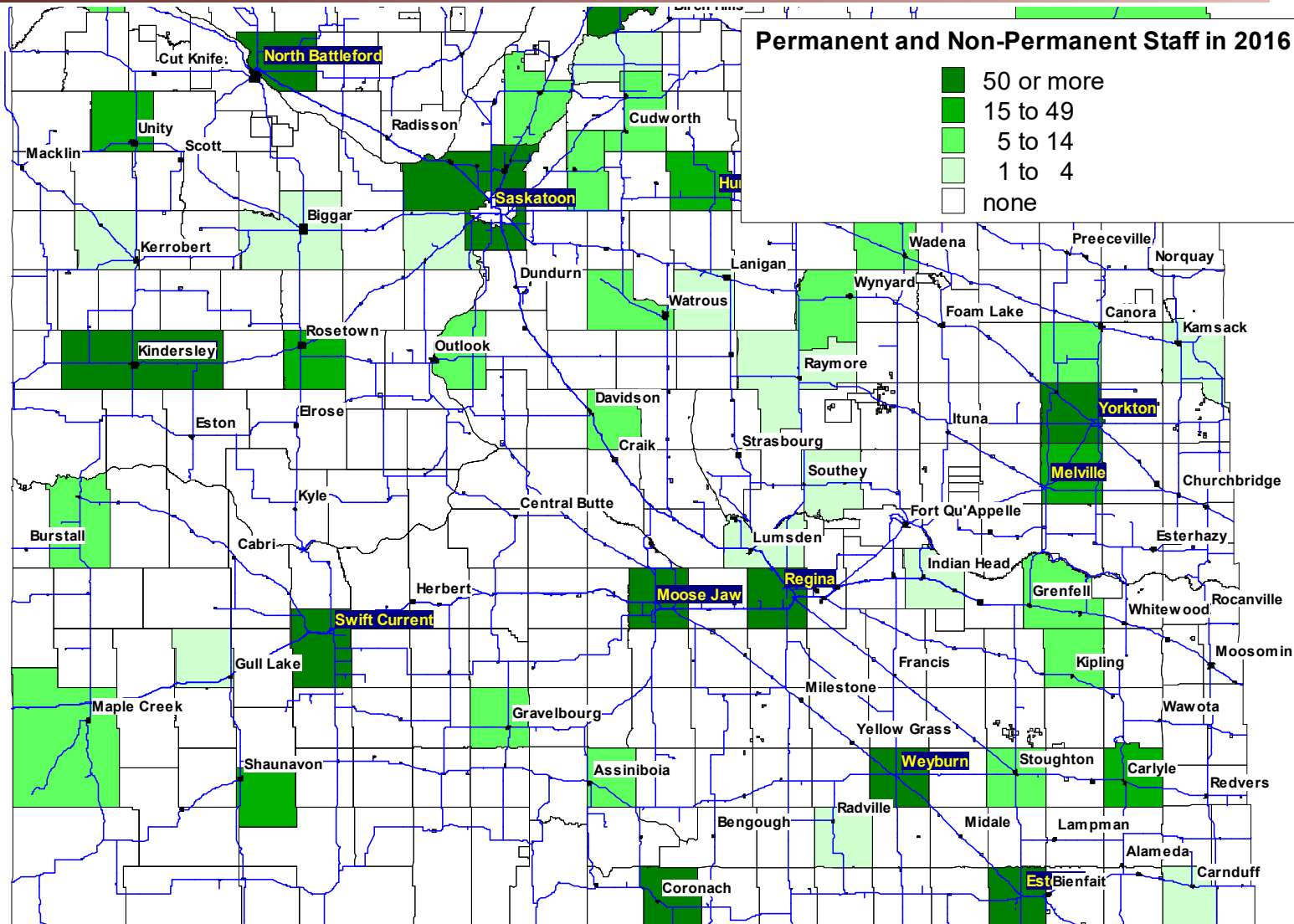
* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

- In 2016, 57.5% of permanent and non-permanent staff worked in Regina and three-quarters worked in either Regina or Saskatoon.
- Another 18.0% worked in larger communities such as Moose Jaw, Estevan, and Swift Current. The remaining 7.4% of staff worked in the far north, a smaller community or out of province.

Workplace Location - Permanent and Non-Permanent Staff - North

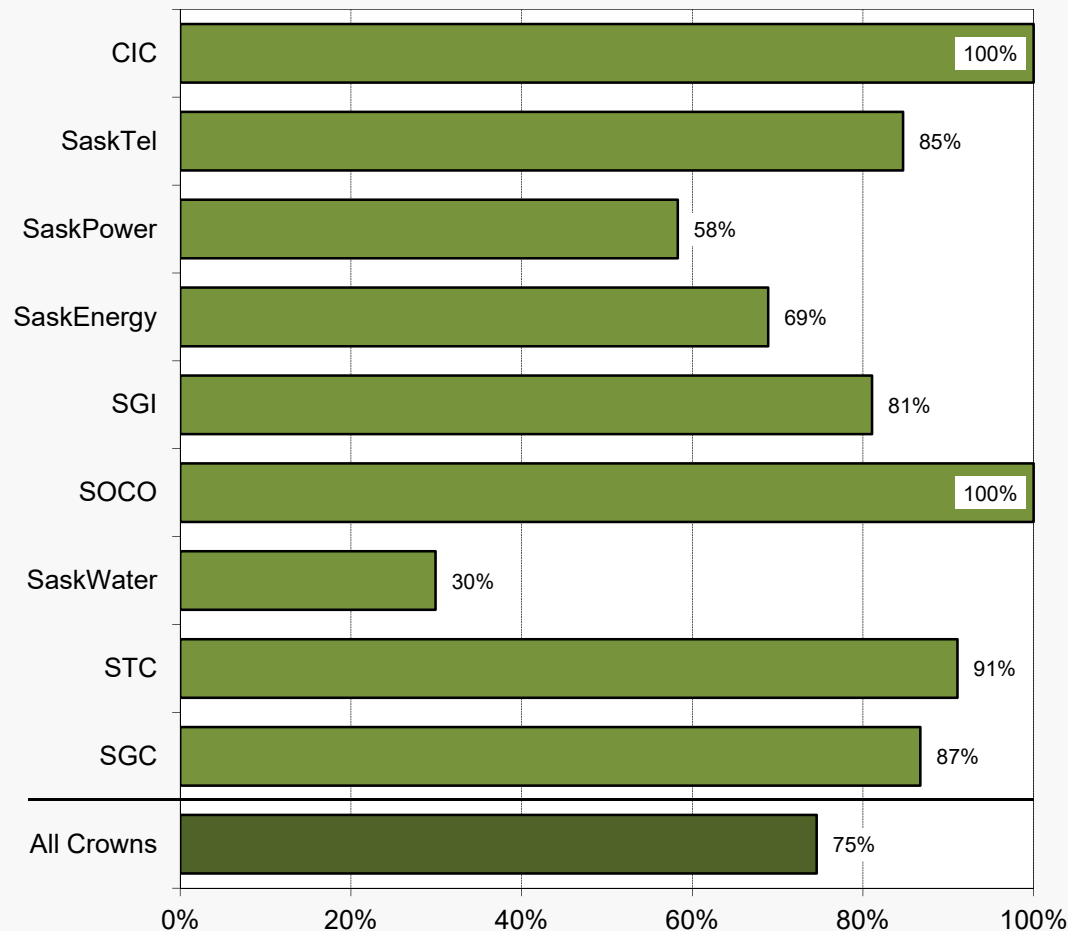


Workplace Location - Permanent and Non-Permanent Staff - South



Workplace Location by Crown

Percentage where the Place of Work is Regina or Saskatoon, Permanent and Non-Permanent Employees, 2016



- CIC and SOCO employees work exclusively in Regina and Saskatoon. Most of the other crowns have at least 80% of their permanent staff in either city. The exceptions are SaskPower, SaskEnergy and SaskWater.
- SaskWater and SaskPower have the largest proportion of staff outside the two major centres – the former because of the head office in Moose Jaw and the latter because of the large number of employees in Estevan and Coronach.

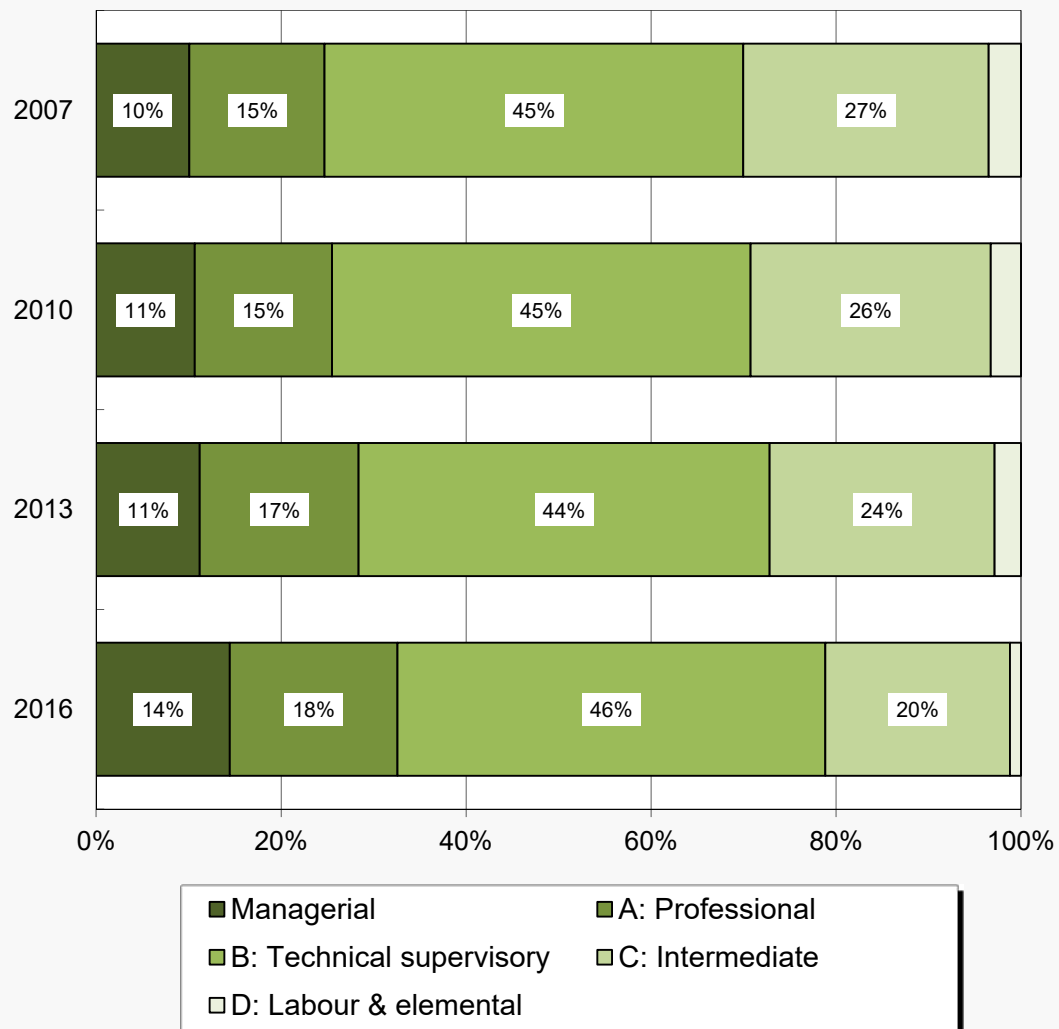
Sample Occupations by NOC Skill Level

Skill Level	NOC and Occupation Title	Count
Managerial	13 Senior managers - financial, communications and other business services	118
	111 Financial managers	103
	112 Human resources managers	73
	211 Engineering managers	54
	213 Computer and information systems managers	77
	601 Corporate sales managers	66
	711 Construction managers	68
	714 Facility operation and maintenance managers	20
	912 Utilities managers	223
A: Professional (university degree)	1111 Financial auditors and accountants	109
	1113 Securities agents, investment dealers and brokers	17
	1121 Human resources professionals	158
	2132 Mechanical engineers	26
	2133 Electrical and electronics engineers	189
	2171 Information systems analysts and consultants	439
	2174 Computer programmers/interactive media developers	95
	4112 Lawyers and Quebec notaries	35
B: Technical (post-sec) & supervisory	1211 Supervisors, general office and administrative support	47
	1212 Supervisors, finance and insurance office workers	48
	2234 Construction estimators	38
	2282 User support technicians	169
	6322 Cooks	29
	7244 Electrical power line and cable workers	373
	7246 Telecommunications installation and repair workers	541
	7253 Gas fitters	207
	7311 Construction millwrights and industrial mechanics	122
	9241 Power engineers and power systems operators	245
C: Intermediate	1411 General office support workers	394
	1435 Collectors	21
	1522 Storekeepers and partspersons	146
	6533 Casino occupations	183
	7512 Bus drivers and other transit operators	53
D: Labour & elemental	6611 Cashiers	52
	8612 Landscaping and grounds maintenance labourers	5

- Each of the permanent positions in the crowns has been assigned a 4-digit NOC (National Occupational Classification) code for purposes of analysis and for comparisons across crowns.
- Most of the NOC coding was done by the crowns but some codes were assigned as part of this research. The latter will be less accurate than the former.
- The NOC coding enables a classification of occupations into four skill levels plus management.
 - Management occupations are not assigned a skill level.
 - Positions in skill level A typically require a university degree.
 - Positions in skill level B typically require a post-secondary certificate or diploma including a trades certificate. Supervisory positions are also classified as skill level B.
 - Intermediate positions (level C) typically require a grade 12 certificate and some on-the-job training.
 - Positions in skill level D can typically be done with a short on-the-job training period.

Occupation and Skill Level

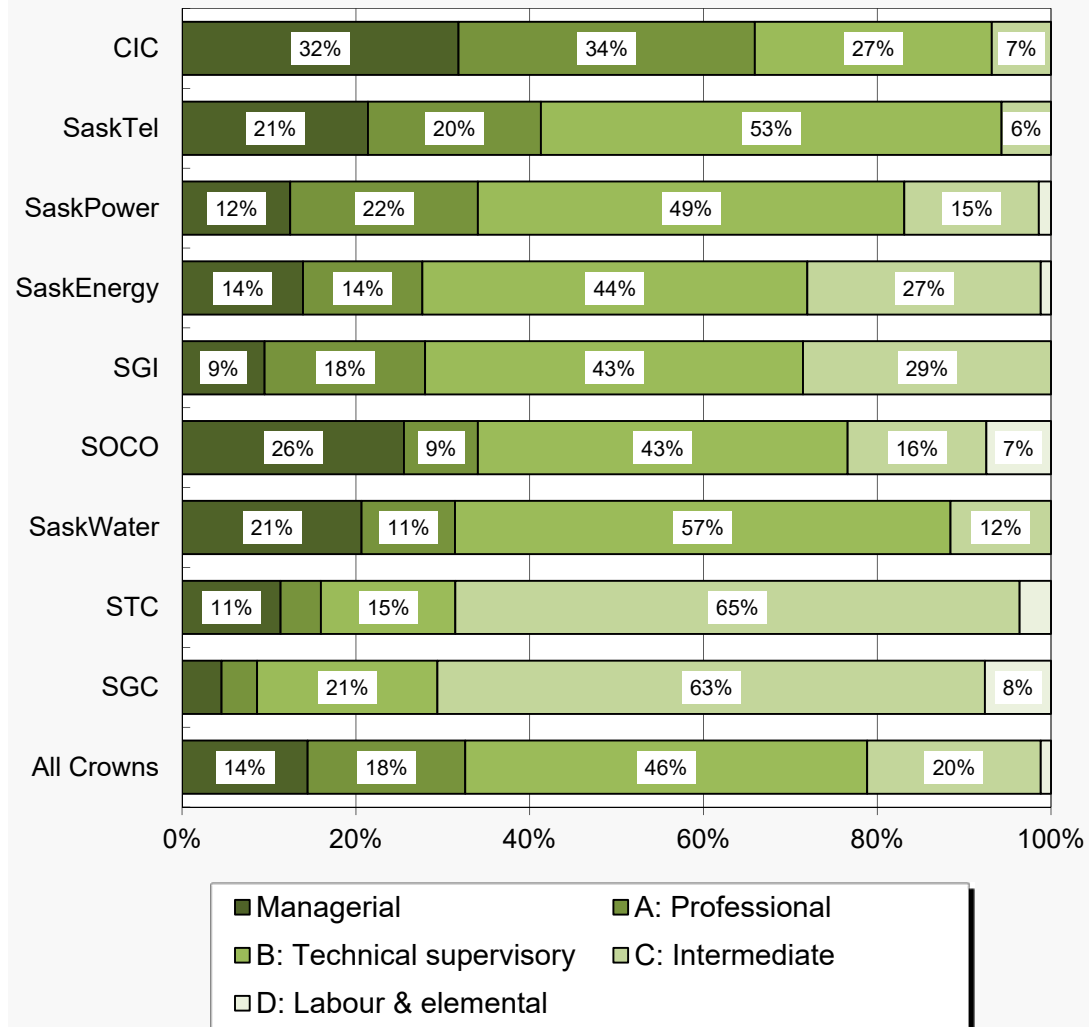
Permanent Crown Staff by Skill Level



- If one includes managers, more than three-quarters (78%) of crown positions would require a post-secondary education.
- Over time, there has been an increase in managerial staff and the decline in the number of staff in skill level C.

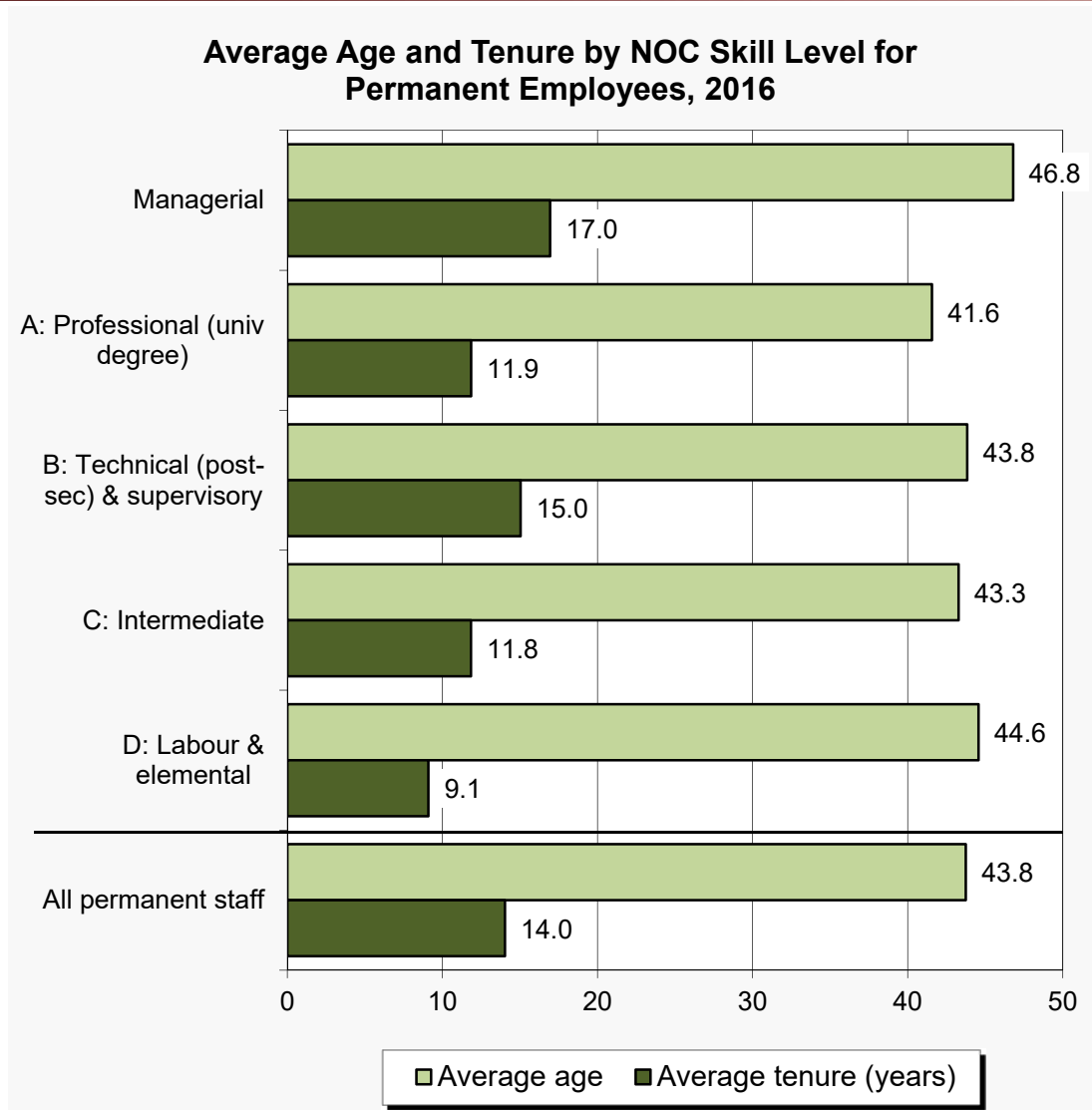
Skill Level by Crown

Permanent Crown Staff by Skill Level by Crown, 2016



- The crowns with the highest proportion of positions that require a post-secondary education (including managers) are:
 - CIC (66%);
 - SaskTel (41%); and
 - SOCO (35%).
- Skill level B positions (those that typically require a non-university post-secondary education) are the most common at SaskWater (57%), and SaskTel (53%).
- SOCO and SGC are the only crowns with a significant number of positions (7% and 8% respectively) that normally require less than grade 12, that is, skill level D positions.

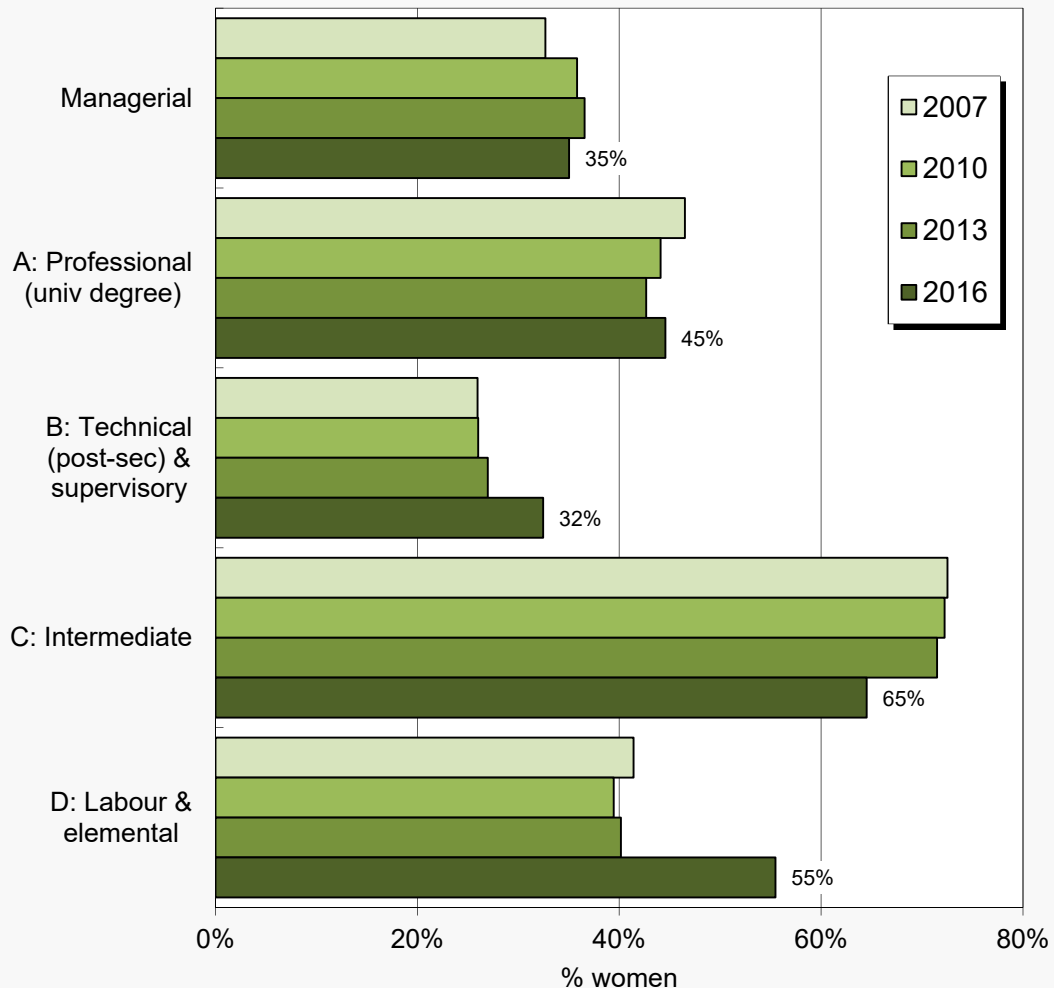
Age and Tenure by Skill Level



- Not surprisingly, the highest average ages and the longest tenures are among those employees in management positions. The differences are not, however, dramatic.
- At the other end of the scale, the professional (skill level A) group tends to be younger and have a lower tenure.

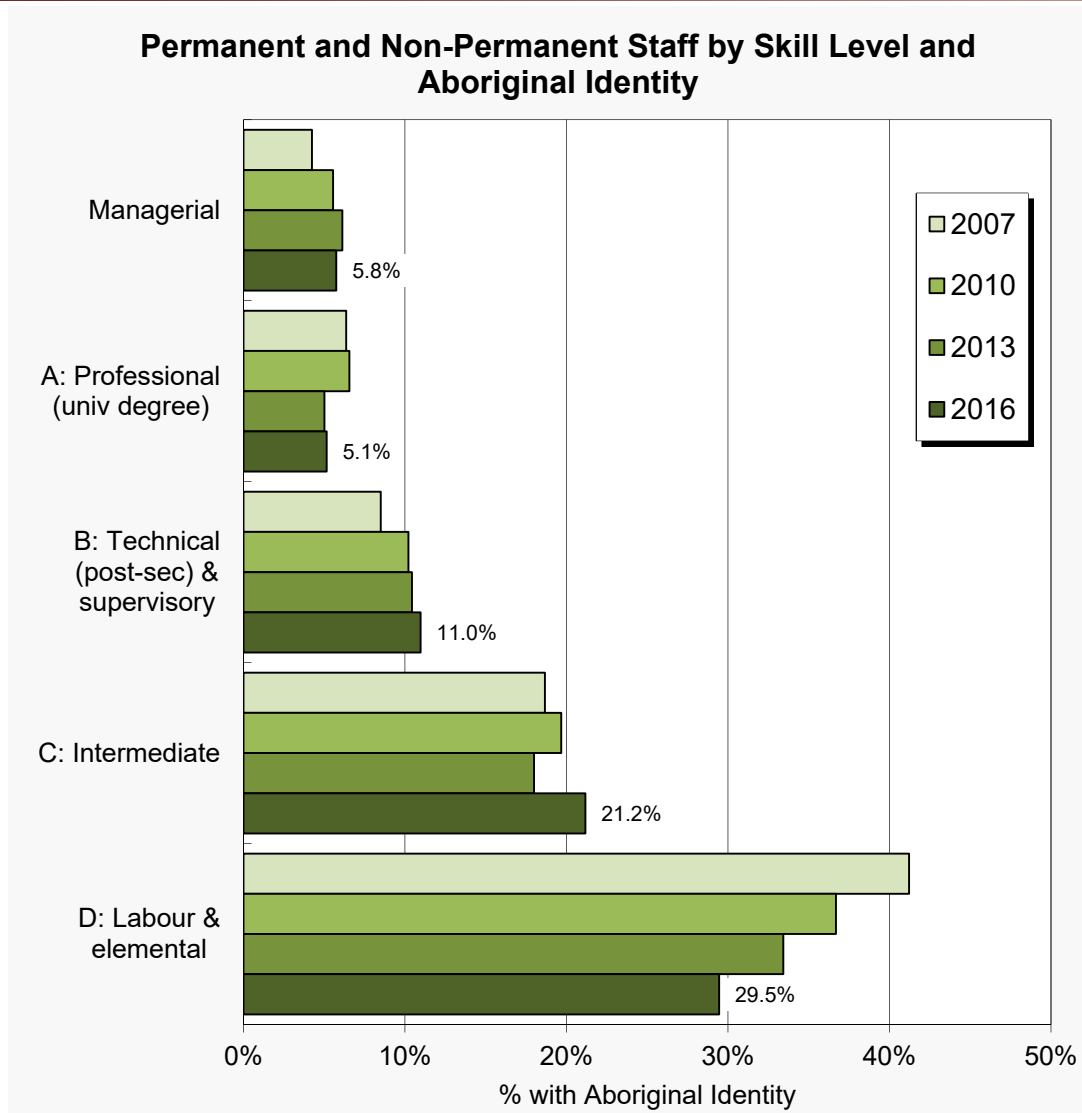
Skill Level by Gender

Permanent and Non-Permanent Staff by Skill Level and Gender



- Women in the crowns:
 - are over-represented in occupations classified as intermediate;
 - account for near one half (45%) of those in professional occupations requiring a university degree; and
 - are under-represented in management and technical skill-level occupations.
- From 2013 to 2016, the proportion of women in management positions and in skill level C positions declined. It increased among positions in skill levels B and D. This may be partly the result of the switch from 2006 to 2011 NOC codes in 2014.

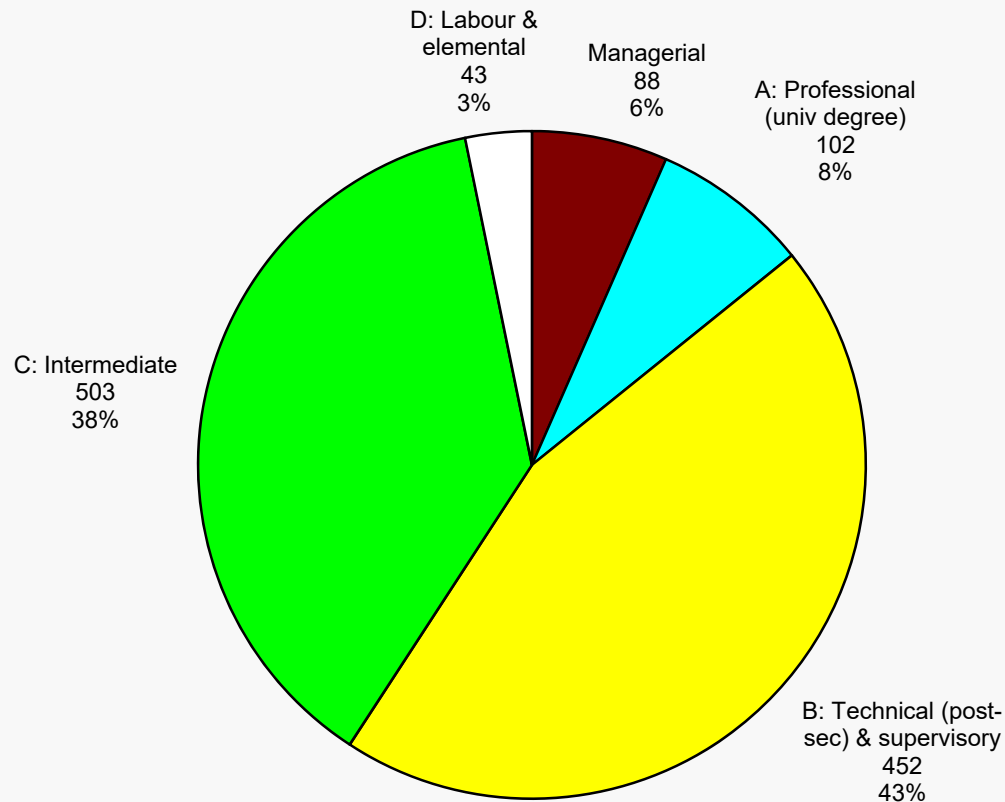
Skill Level by Aboriginal Identity



- Relative to the average, Aboriginal employees are over-represented in occupations that are classified in skill levels C and D.
- The proportion of employees in the skill level B group who are Aboriginal has increased steadily from 2007 to 2016.

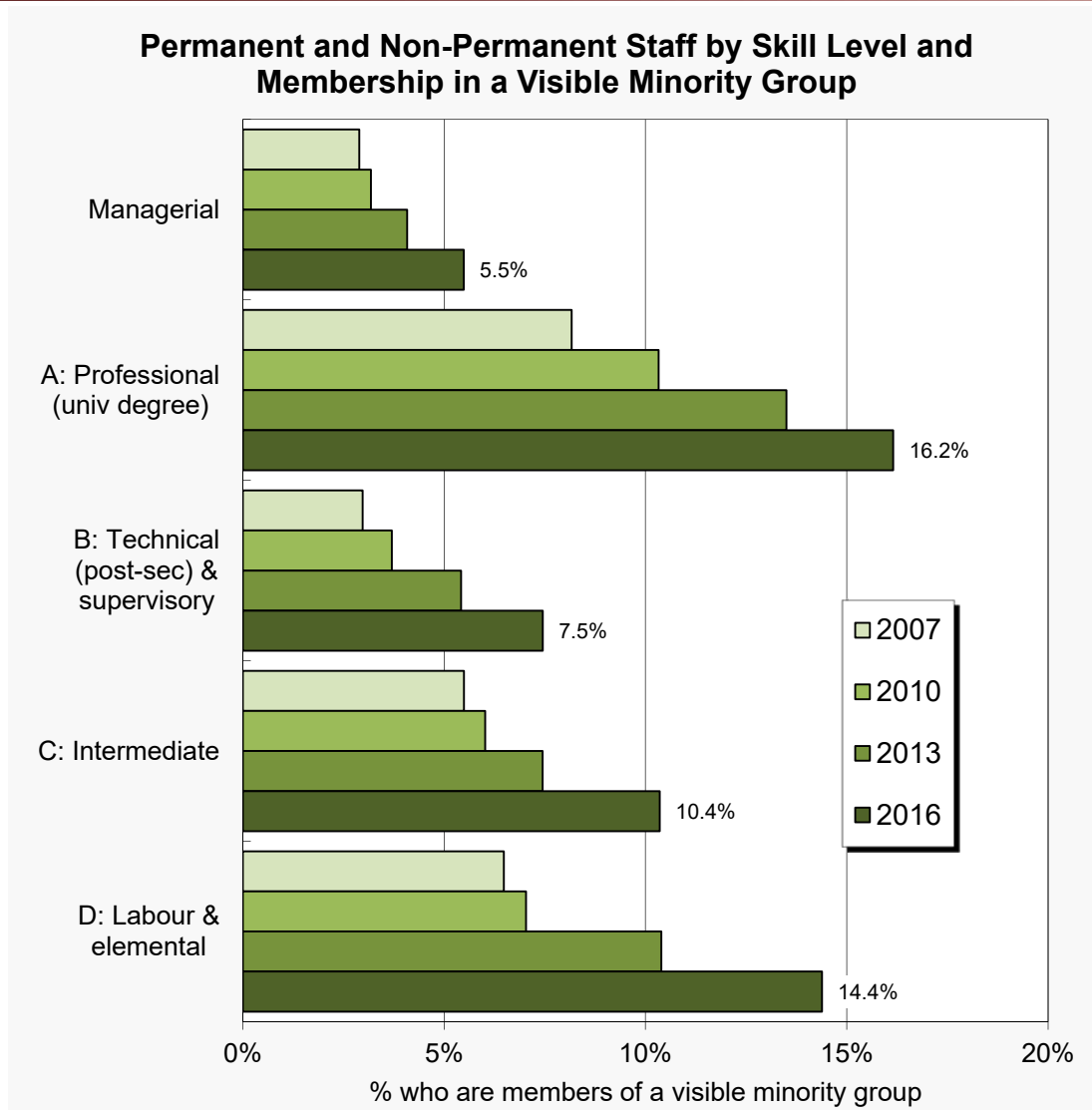
Skill Level by Aboriginal Identity

Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, 2016



- This is another view of the skill levels for positions occupation by Aboriginal employees in 2016.
- More than four out of five (81%) of the 1,338 permanent and non-permanent Aboriginal employees are in either skill level B or skill level C.
- Relatively few are in managerial and skill level A positions. There are also relatively few in skill level D positions because those low-skill occupations are, except for SGC, rare in the crowns.

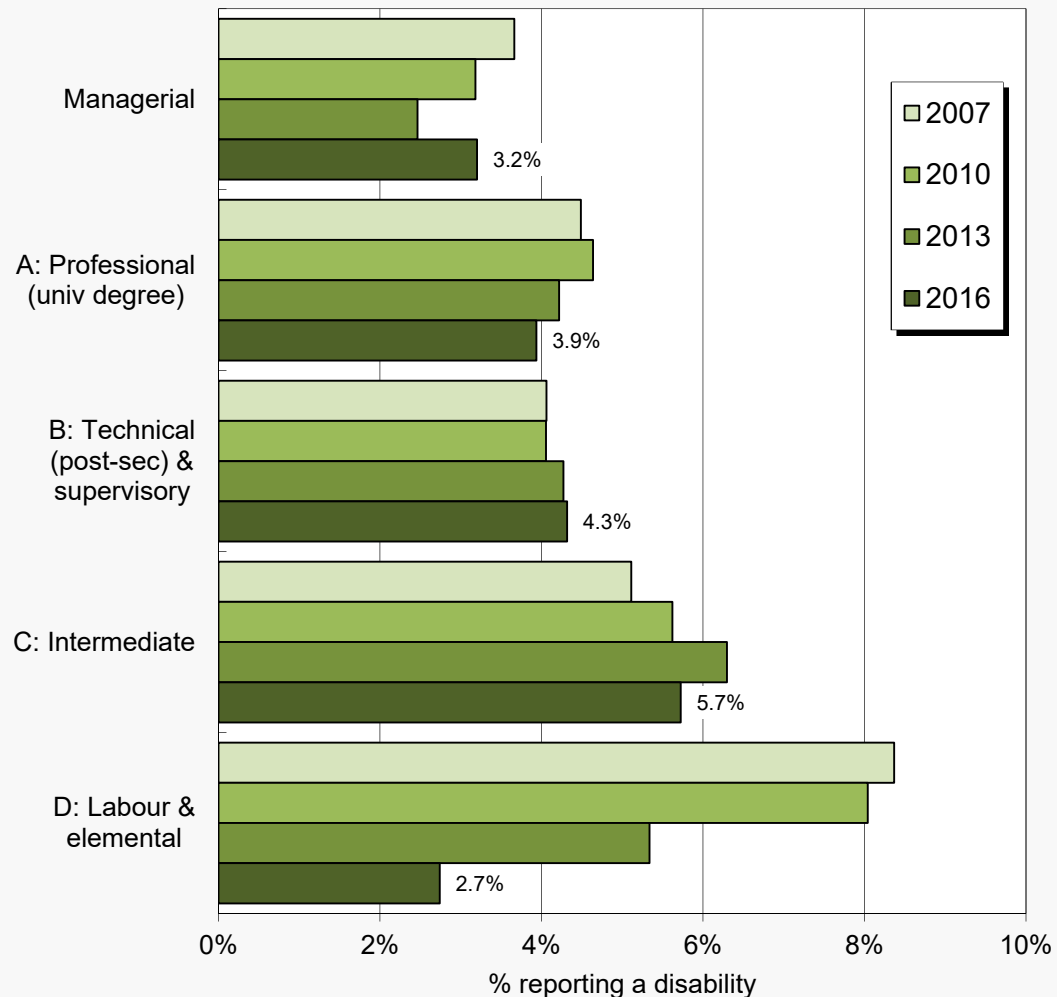
Skill Level by Membership in a Visible Minority Group



- Since 2007, there have been increases in the proportion of crown employees who are members of a visible minority group in each of the skill level groups.
- Relative to the average, members of a visible minority group are over-represented in professional occupations and low-skilled or semi-skilled occupations.

Persons Reporting a Disability, by Skill Level

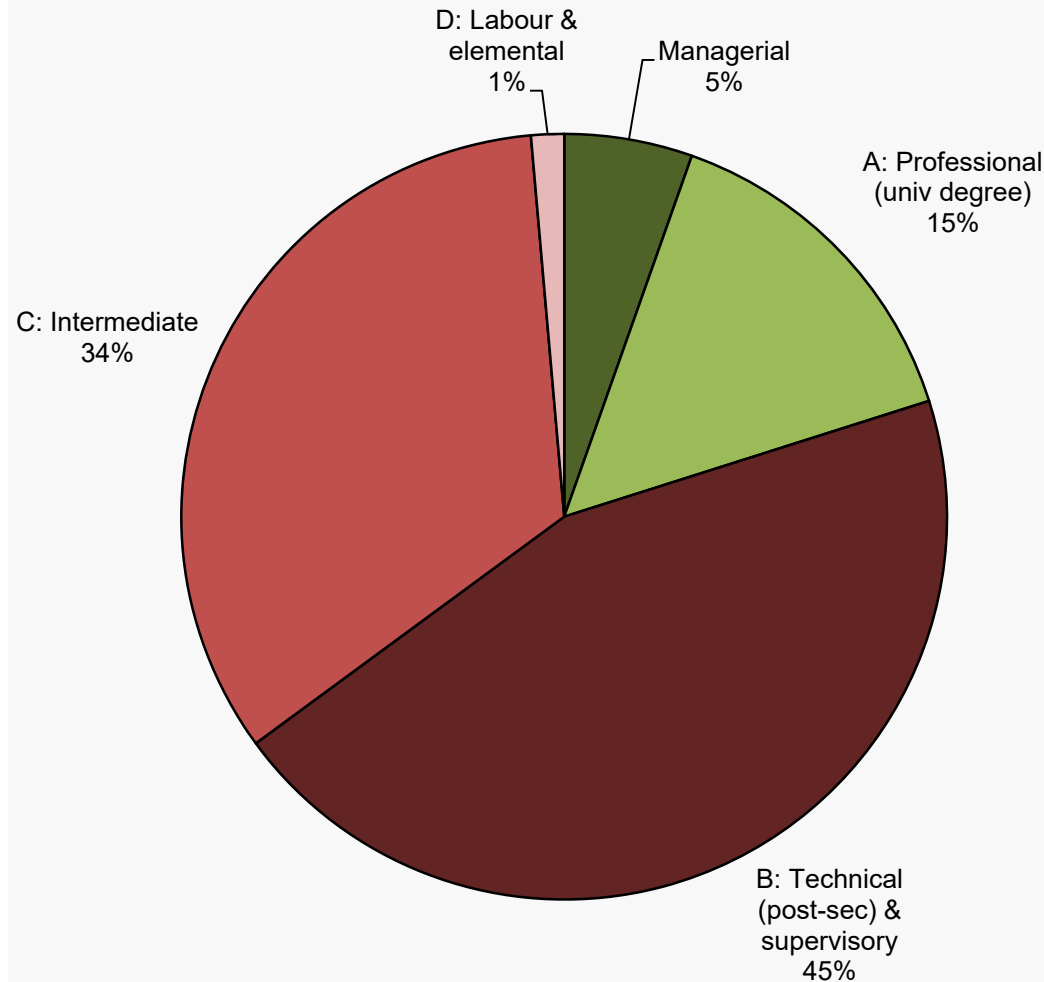
Permanent and Non-Permanent Staff by Skill Level and Disability



- The proportion of staff in each of the skill levels who report a disability has been relatively stable over the past nine years.
- Employees with a disability are somewhat more likely to be in the intermediate skill level C group.

New Hires by Skill Level, 2016

New Hires (permanent only) by NOC Skill Level, 2016



- Including managers, two-thirds (65%) of new hires in 2016 were into positions requiring a post-secondary education.

Note: The number of new hires is measured as those who were first hired in the crown during the twelve months prior to December 31st and who were still working at the end of the year. This does not include internal promotions.

Retirement and Non-Retirement Turnover

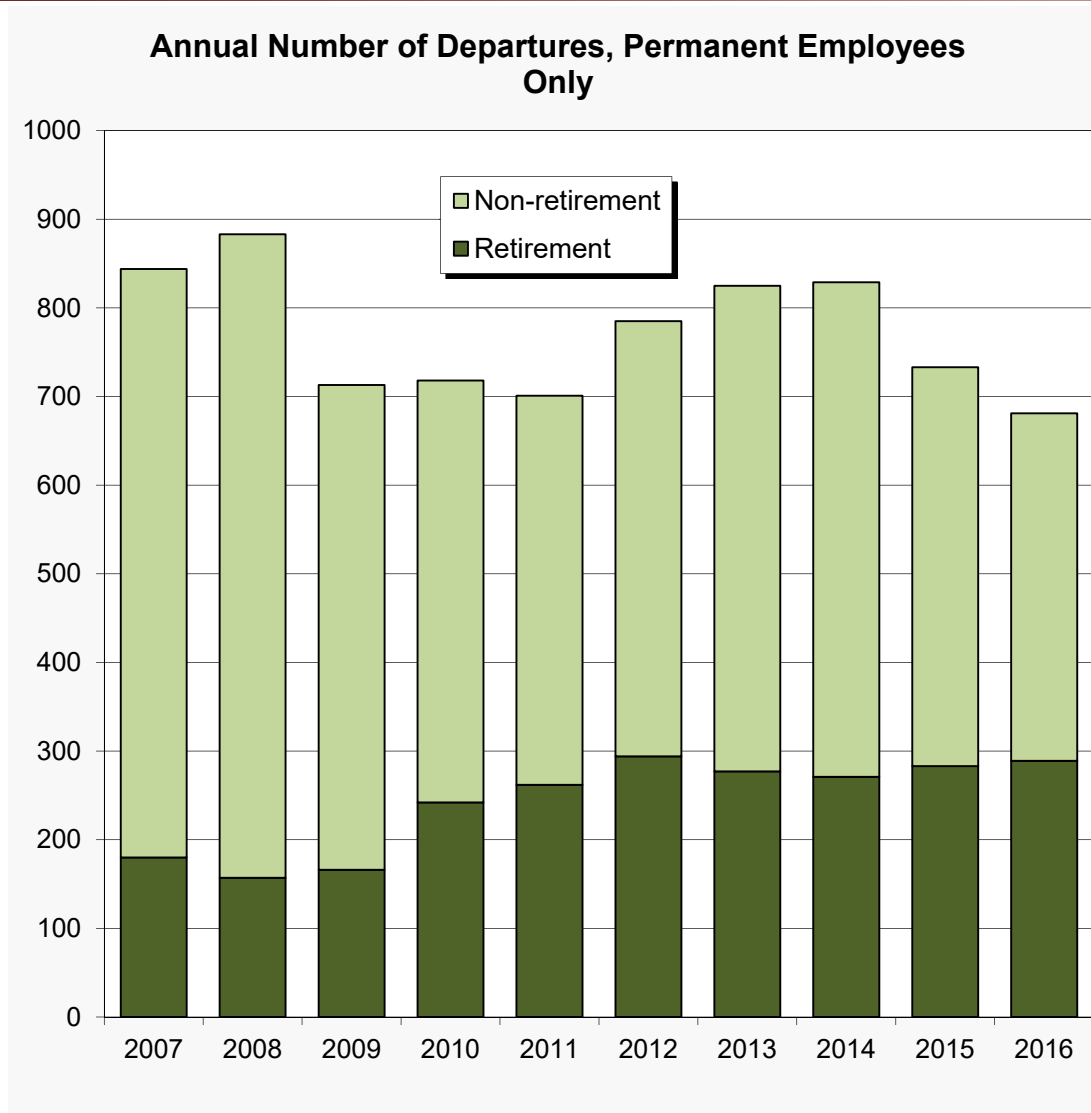
Number of Departures by Reason

		Year of Departure												
		2004	2005	2006	2007*	2008	2009	2010	2011	2012	2013**	2014	2015	2016
Reason for departure	Take other employment	48	79	96	57	89	36	74	77	77	75	76	66	52
	Resignation	79	72	131	257	339	273	273	244	297	290	310	254	208
	Dismissal/layoff	33	45	41	82	97	99	81	71	85	140	92	83	84
	Personal Reasons	13	34	10	17	31	11	11	13	11	9	19	16	12
	Moved	22	16	12	7	11	7	3	5	5	3	7	2	7
	Death	15	11	11	13	14	19	16	17	13	18	18	20	14
	Other/Unknown	42	62	18	65	27	22	24	26	19	13	36	9	15
	Non-retirement subtotal	252	319	319	498	608	467	482	453	507	548	558	458	392
Total	Retirement	88	111	149	185	161	167	248	272	304	277	271	283	289
	Early Retirement Plan	61	142	184	171	129	94	0	0	0	0	0	0	0
	Retirement subtotal	149	253	333	356	290	261	248	272	304	277	271	283	289
Grand total		401	572	652	854	898	728	730	725	811	825	829	733	681

* SGC included ** ISC excluded

- Departures from permanent positions are captured in the database along with the characteristics of those who have left. Transfers are not included but moves from one crown to another will register as a departure from one crown and a new hire at the destination. The data cover the eighteen years from 1999 to 2016. (In 2003, four additional years of retroactive data was obtained for the database.)
- There is no specific reason given for the majority of non-retirement departures. Many of the reasons given are simply “resignation” or “job abandonment”. Those who fail to meet their probationary qualifications are considered as hired and then dismissed.

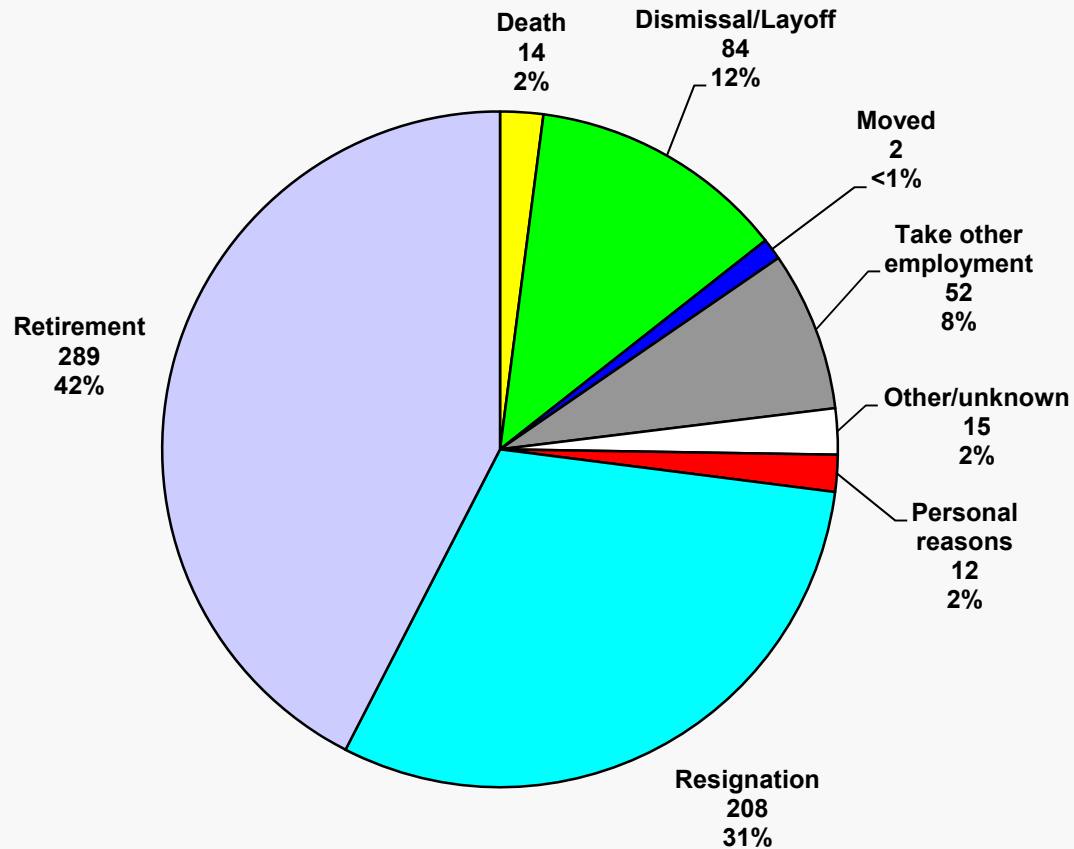
Retirement and Non-Retirement Departure Trends



- Averaged over the past ten years, there was, in a typical year:
 - 242 retirements; and
 - 529 non-retirement departures.
- After increasing sharply from 2009 to 2012, the number of retirements has been relatively constant in the last five years.
- The number of non-retirement departures fluctuates from year to year with a noticeable downward trend from 2014 to 2016.

Reasons for Departures, 2016

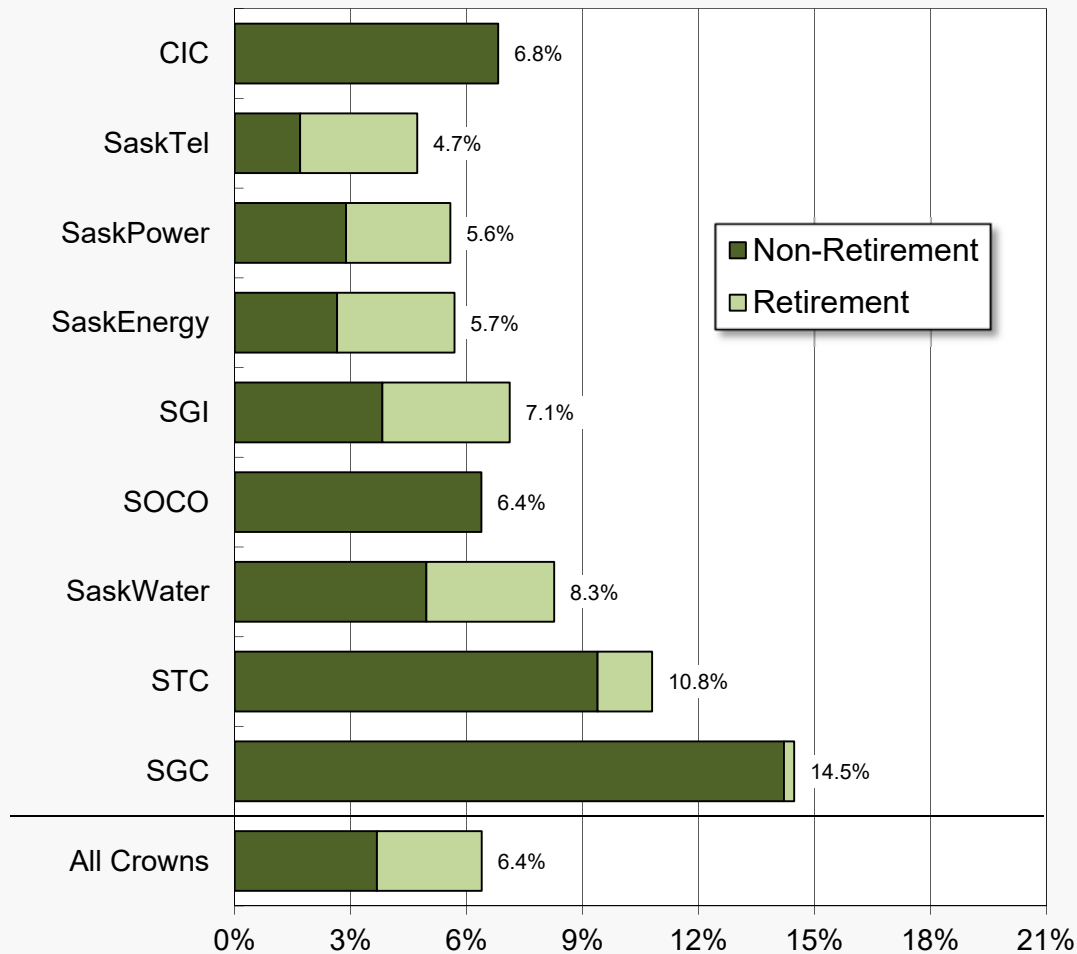
Reasons for Departure in 2016



- Just over four in ten departures in 2016 were retirements.
- Of the remaining 58%, the majority are simply “resignations”. Many of these individuals will remain in the labour force.

Turnover Rates by Crown Corporation, 2016

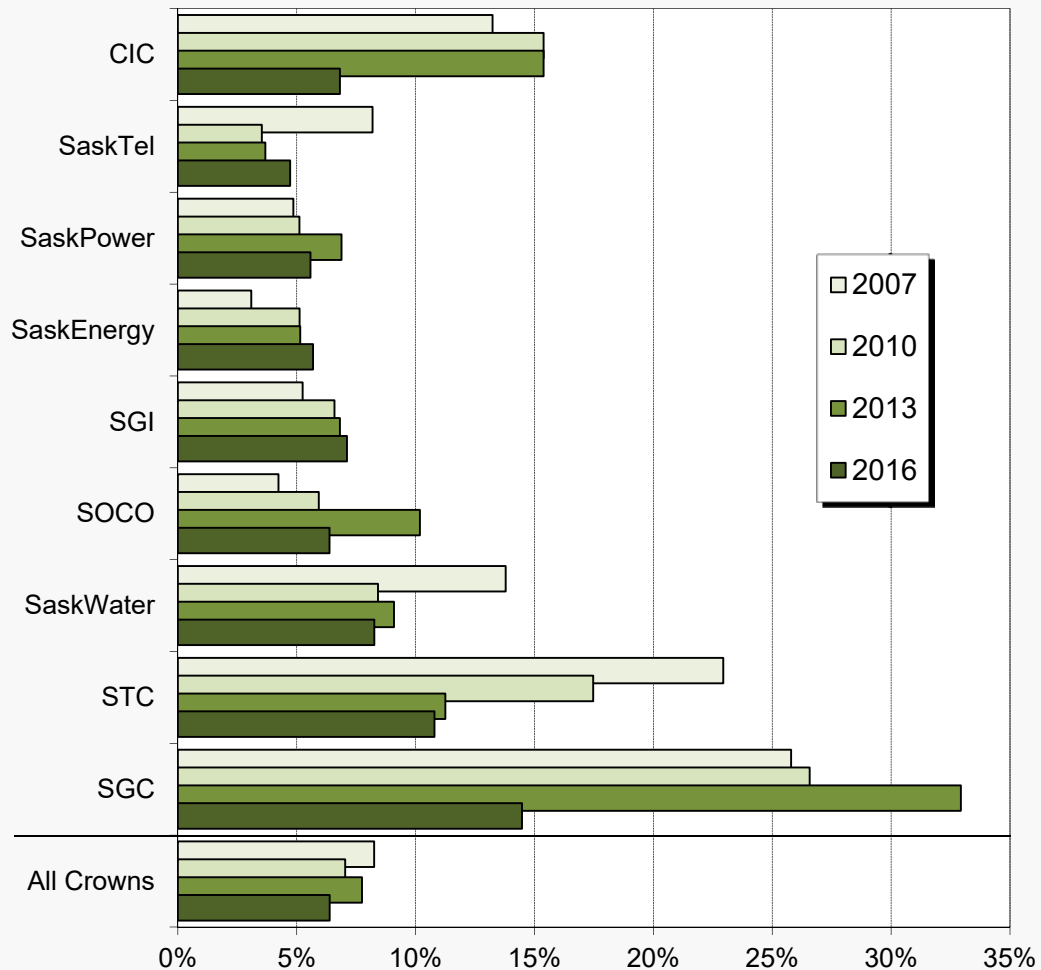
Turnover Rates by Crown, 2016



- The lowest turnover rates in 2016 were at SaskTel.
- The highest turnover rates are at STC and SGC. These were exclusively because of higher rates of non-retirement turnover.

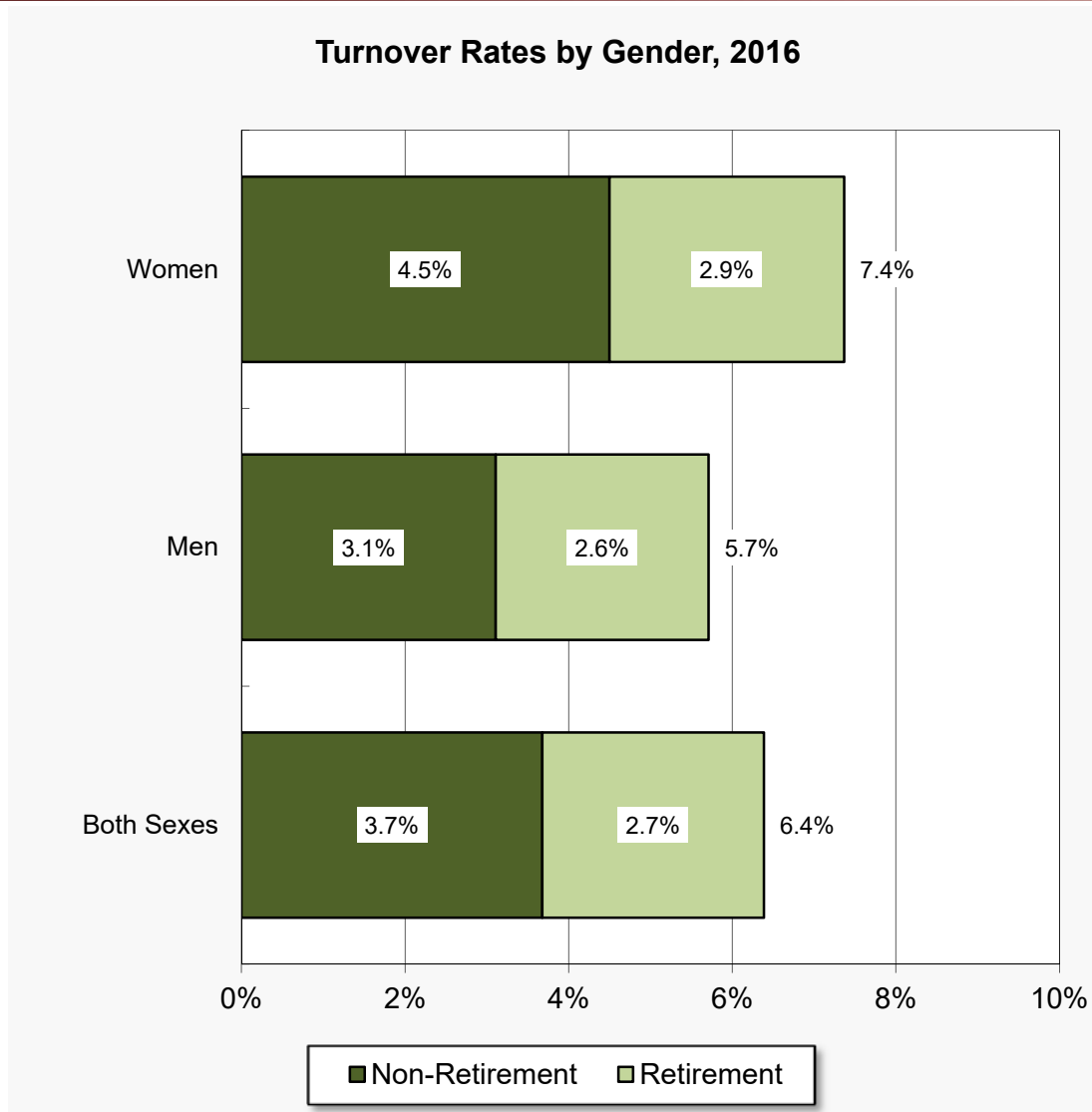
Changes in Turnover Rates by Crown Corporation

Changes in Retirement and Non-Retirement Turnover Rates by Crown



- There is no consistent trend in the turnover rates at most crowns.
- In some, turnover rates are low but appear to be increasing over time. Examples include SGI and SaskEnergy.
- In others, such as STC, turnover rates are on a downward trend.

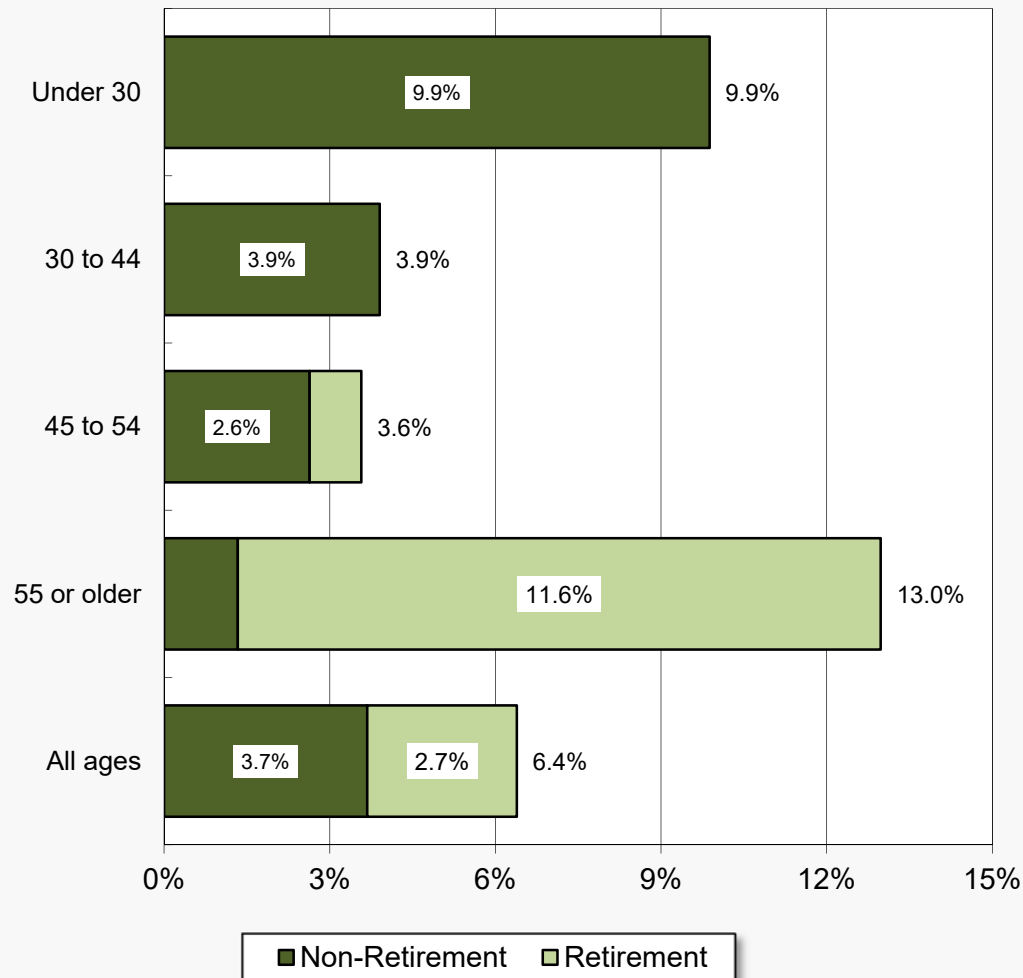
Turnover Rates, Permanent Staff, by Gender, 2016



- Both retirement and non-retirement turnover rates are slightly higher among women than among men.

Turnover Rates, Permanent Staff, by Age Group, 2016

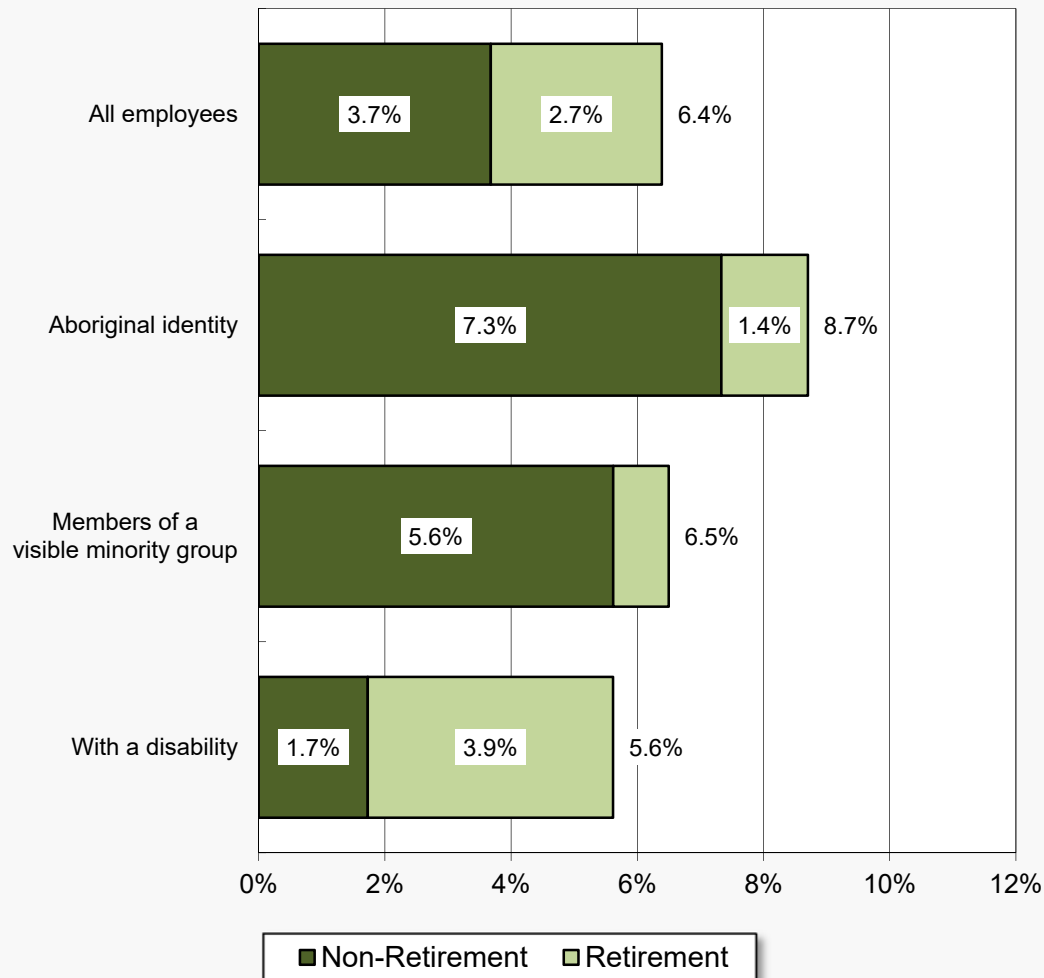
Turnover Rates by Age Groups, 2016



- In 2016, approximately one in ten (9.9%) of the permanent staff under thirty years of age left their crown employment.
- In the middle (30 to 54) age groups, turnover rates are very low – less than 4%.
- Beyond age 55, almost all departures are retirements.

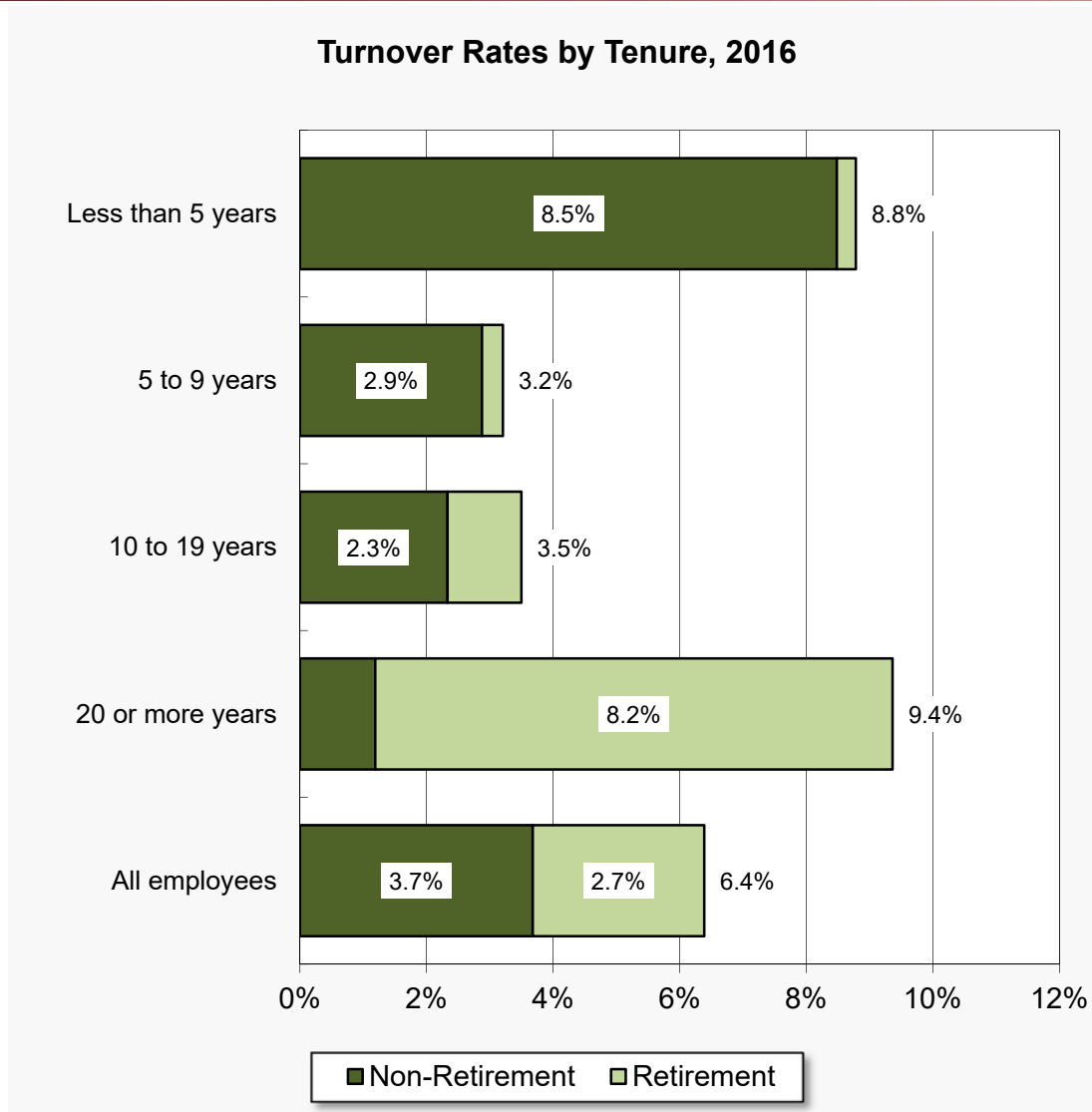
Turnover Rates, Permanent Staff, Diversity Groups, 2016

Turnover Rates by Diversity Groups, 2016



- Non-retirement turnover rates among permanent staff are above-average for those reporting an Aboriginal identity and for those who are members of a visible minority group.
- Retirement turnover, on the other hand, is higher for those reporting a disability. This reflects their higher average age although the disability itself may be a contributing factor.

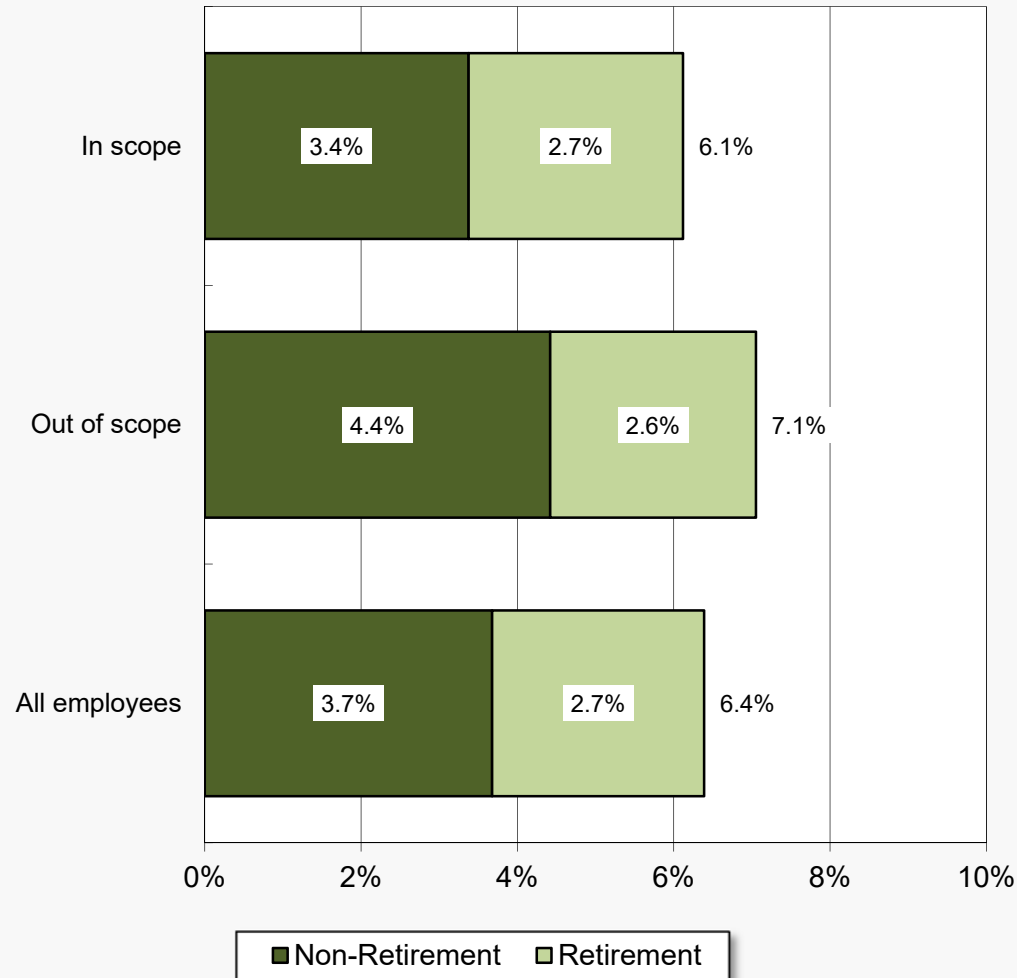
Turnover Rates, Permanent Staff, by Tenure, 2016



- Not surprisingly, the non-retirement turnover rate is much higher among those with shorter tenure.

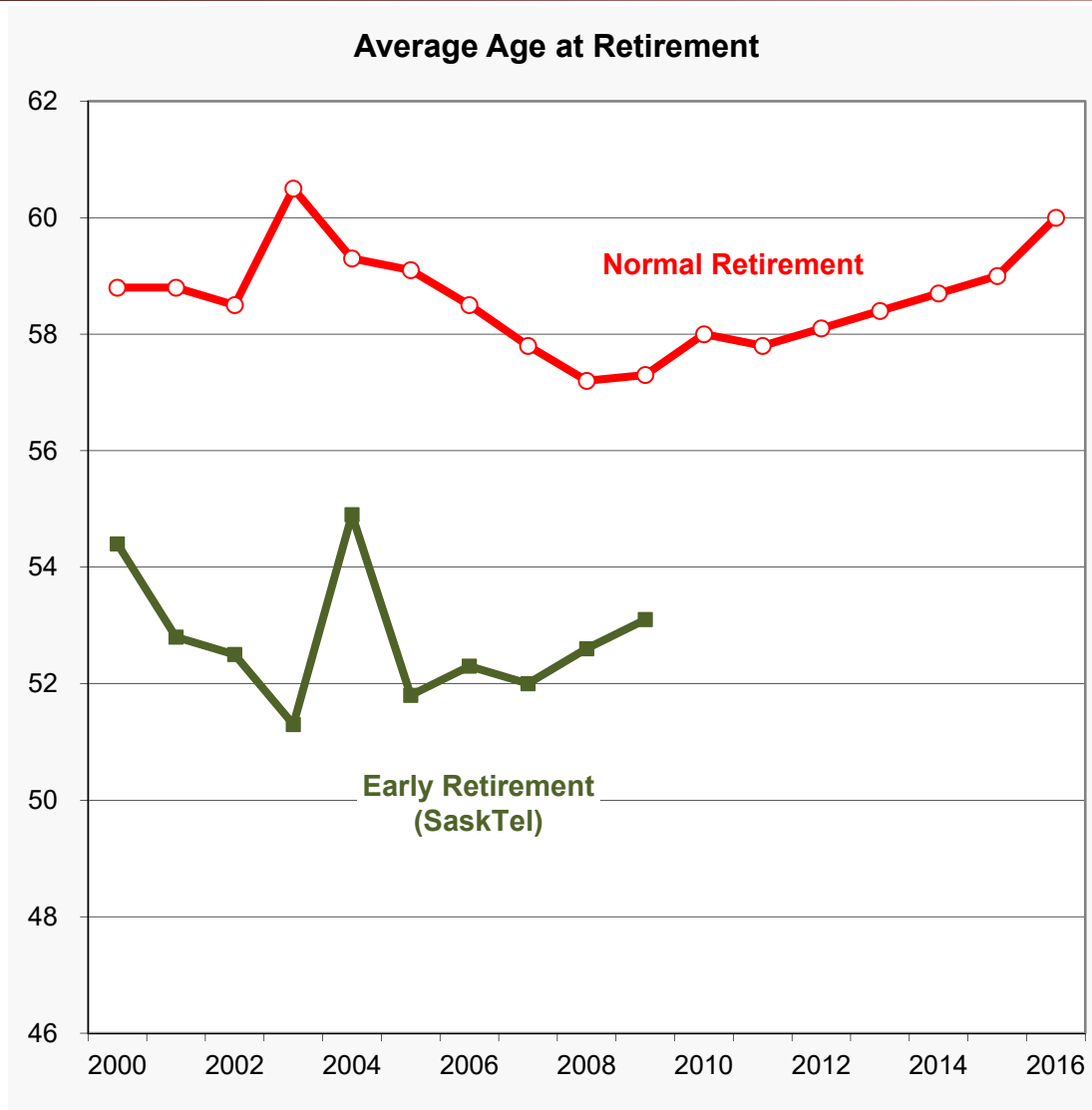
Turnover Rates, Permanent Staff, by Union Membership, 2016

Turnover Rates by Union Membership, 2016



- Non-retirement turnover rates are slightly higher for out-of-scope than for in-scope employees.

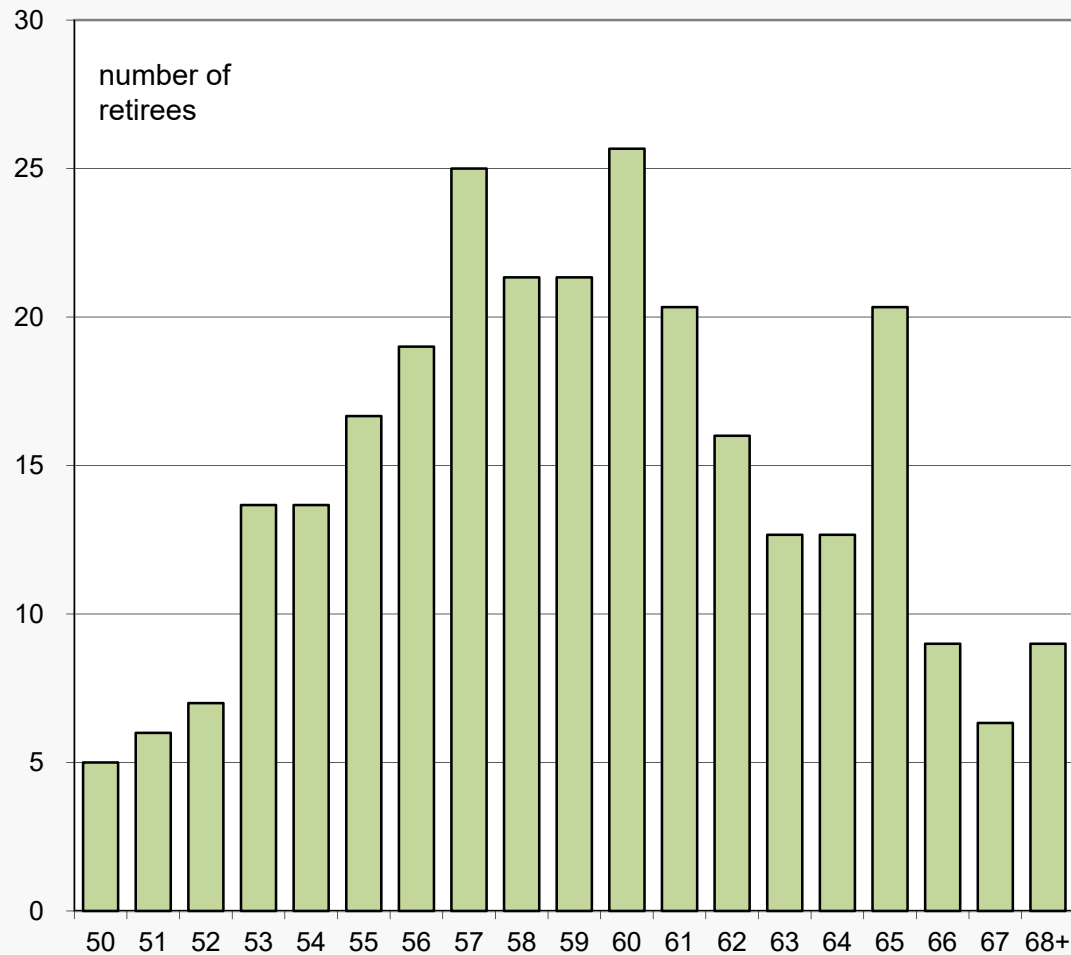
Retirement Age Trends



- The average age at retirement (excluding those who retired early through SaskTel's plan):
 - fluctuated near 59 years of age between 1999 and 2005;
 - declined to approximately 57 years of age in 2008 and 2009; and
 - has been on a gradual upward trend since then, reaching 60 years of age in 2016.

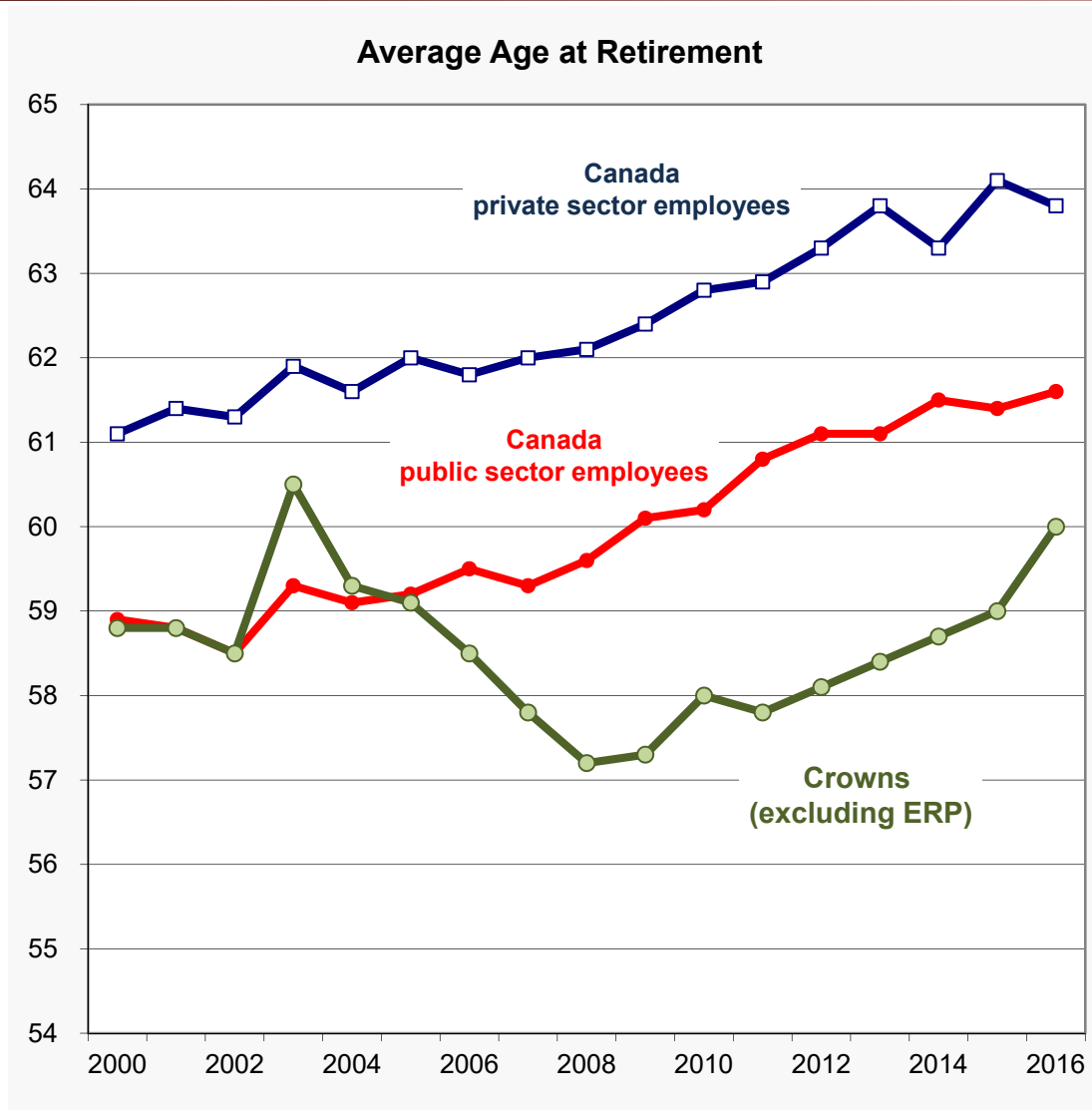
Retirement Age

Age at Retirement, 2014 to 2016 Average



- Averaged over the three years ending in 2016, the average age at retirement was 60. Many crown employees retire earlier and later than that. Age 60 is simply the midpoint of a reasonably normal “bell curve”.
- There is also a cluster of retirements at 65 years of age.

Comparison with Canada



- The average retirement age using data from the Labour Force Survey is available only at the national level. (Saskatchewan data are not available because the sample size is too small.)
- This is the average age of those who, when asked why they left their last job, said that they had “retired”. As with crown staff, this does not preclude them from re-entering the labour force.
- The average retirement age in Canada is 63.8 years among paid workers in the private sector and 61.6 years among those in the public sector (broadly defined to include health and education and the crowns as well as government proper).
- The average retirement age in the crowns was tracking the national average for public sector employees until 2005. Since then, crown staff have been retiring two to three years earlier than other public sector employees.

Appendix Data for Charts

	<u>Number</u>	<u>Percent</u>
CIC	45	0.4%
Sask Tel	3,749	32.1%
Sask Power	3,483	29.9%
Sask Energy	1,064	9.1%
SGI	2,054	17.6%
SOCO	98	0.8%
Sask Water	127	1.1%
STC	213	1.8%
SGC	<u>829</u>	<u>7.1%</u>
	11,662	100.0%

	<u>Total</u>	Excluding SOCO, ISC, <u>SGC</u>
2002	10,537	10,034
2003	10,358	10,078
2004	10,264	9,934
2005	10,323	9,987
2006	10,521	10,187
2007	11,778	10,349
2008	11,876	10,357
2009	11,846	10,369
2010	11,759	10,310
2011	11,659	10,222
2012	11,757	10,401
2013	11,723	10,787
2014	11,778	10,894
2015	11,634	10,713
2016	11,662	10,735

Non-Permanent Staff

	<u>Non-permanent</u>
2002	1,147
2003	956
2004	925
2005	964
2006	1,078
2007	1,310
2008	1,317
2009	1,225
2010	1,269
2011	1,140
2012	1,055
2013	1,072
2014	1,129
2015	1,004
2016	1,003

Category of Employment by Gender

	<u>Permanent</u>	<u>Term/contract</u>	<u>Seasonal/ other</u>	Total (except <u>students</u>)	<u>Students</u>
2007	42.2%	51.1%	62.3%	43.9%	43.7%
2008	42.6%	52.2%	55.4%	43.8%	45.3%
2009	42.2%	57.7%	52.2%	43.5%	43.2%
2010	41.9%	54.0%	53.6%	43.2%	42.5%
2011	42.2%	61.3%	51.2%	43.6%	43.7%
2012	41.8%	62.9%	57.1%	43.4%	45.1%
2013	41.5%	60.1%	54.6%	42.9%	45.6%
2014	41.4%	53.8%	54.8%	42.6%	47.4%
2015	41.3%	53.8%	49.4%	42.1%	42.0%
2016	40.9%	53.5%	47.7%	41.7%	43.6%

Crown Corporation Employment by Gender

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	66.2%	44.5%	27.7%	39.2%	58.4%
2008	61.9%	44.5%	28.2%	40.1%	58.7%
2009	61.4%	43.9%	28.3%	40.5%	58.4%
2010	58.5%	43.5%	28.6%	40.5%	58.8%
2011	56.9%	43.3%	29.1%	40.2%	59.1%
2012	61.7%	42.6%	29.9%	39.7%	58.8%
2013	65.4%	41.6%	29.8%	40.5%	58.9%
2014	64.6%	41.7%	29.5%	40.5%	58.7%
2015	59.5%	41.3%	29.2%	39.9%	58.5%
2016	61.4%	40.7%	28.9%	40.1%	58.3%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>
2007	41.5%	34.5%	24.7%	53.3%
2008	40.5%	30.3%	24.6%	55.1%
2009	39.5%	30.0%	24.4%	54.4%
2010	40.7%	30.5%	26.6%	53.8%
2011	38.9%	26.7%	25.9%	55.2%
2012	39.5%	25.0%	27.4%	53.9%
2013	39.8%	25.5%	27.9%	54.7%
2014	42.3%	25.2%	29.1%	55.3%
2015	40.4%	24.8%	27.2%	56.5%
2016	43.6%	24.0%	26.8%	56.8%

Comparison with Saskatchewan

	<u>Saskatchewan</u>	<u>Crowns</u>
2007	49.9%	43.9%
2008	50.0%	43.8%
2009	50.2%	43.5%
2010	49.4%	43.2%
2011	49.0%	43.6%
2012	48.7%	43.4%
2013	48.7%	42.9%
2014	48.7%	42.6%
2015	48.3%	42.1%
2016	48.7%	41.7%

Women in Under-Represented Positions

	<u>Permanent</u>	<u>Term/contract</u>	<u>Seasonal/ other</u>	<u>Total (except students)</u>
2007	24.2%	29.1%	56.9%	26.8%
2008	24.3%	29.2%	50.1%	26.4%
2009	23.9%	38.4%	48.2%	26.2%
2010	23.7%	36.7%	48.2%	26.0%
2011	24.0%	44.3%	48.8%	26.3%
2012	23.7%	56.1%	53.7%	26.6%
2013	24.4%	52.0%	52.7%	27.1%
2014	23.4%	38.3%	53.8%	25.8%
2015	23.3%	44.0%	48.0%	25.4%
2016	22.8%	48.2%	45.8%	24.9%

Women in Under-Represented Positions, by Crown Corporation

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	31.3%	37.4%	8.1%	10.9%	27.5%
2008	33.3%	37.1%	8.6%	13.0%	26.7%
2009	42.1%	36.5%	8.8%	12.7%	27.1%
2010	31.3%	36.5%	9.2%	13.1%	27.4%
2011	29.4%	36.5%	9.9%	13.2%	28.9%
2012	20.0%	35.6%	11.0%	12.5%	29.8%
2013	20.0%	35.2%	15.8%	13.0%	28.5%
2014	50.0%	32.3%	17.7%	11.6%	27.9%
2015	50.0%	31.8%	17.6%	12.3%	27.1%
2016	55.6%	30.7%	18.0%	12.7%	25.6%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>	
2007	21.8%	20.0%	7.6%	27.0%	
2008	21.3%	19.4%	10.4%	35.6%	
2009	20.5%	19.2%	13.1%	35.5%	
2010	21.5%	18.4%	13.8%	30.6%	
2011	20.3%	17.6%	13.1%	31.8%	
2012	19.7%	15.9%	13.8%	27.3%	
2013	20.8%	13.8%	13.4%	26.4%	
2014	14.3%	13.3%	11.8%	27.1%	
2015	12.5%	13.8%	11.0%	29.6%	
2016	14.0%	15.0%	11.9%	30.2%	

Aboriginal Identity

	<u>Permanent</u>	<u>Term/contract</u>	<u>Seasonal/ other</u>	<u>Total (except students)</u>	<u>Students</u>
2007	10.6%	22.6%	26.1%	12.2%	20.9%
2008	11.8%	16.9%	20.1%	12.6%	19.1%
2009	12.3%	16.1%	20.5%	12.9%	16.2%
2010	12.1%	17.4%	21.0%	12.9%	16.6%
2011	12.3%	16.0%	16.2%	12.7%	14.2%
2012	12.1%	14.8%	13.2%	12.3%	12.6%
2013	11.5%	15.3%	13.3%	11.8%	13.2%
2014	11.3%	15.5%	12.4%	11.6%	16.0%
2015	11.7%	11.4%	12.0%	11.7%	11.3%
2016	11.6%	14.6%	12.5%	11.8%	10.6%

Aboriginal Identity by Crown Corporation

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	11.8%	7.5%	5.3%	10.6%	9.5%
2008	9.5%	8.2%	6.0%	12.8%	10.2%
2009	10.0%	8.9%	6.8%	12.9%	10.7%
2010	7.7%	8.9%	7.0%	12.6%	11.1%
2011	6.2%	9.3%	7.0%	12.9%	11.2%
2012	10.0%	9.4%	7.0%	14.0%	11.3%
2013	7.7%	9.2%	6.6%	14.6%	10.7%
2014	8.3%	9.2%	6.7%	14.9%	10.9%
2015	9.5%	9.0%	7.0%	15.1%	10.9%
2016	9.1%	9.2%	7.1%	15.1%	10.8%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>
2007	7.6%	2.3%	11.3%	42.3%
2008	7.2%	3.4%	13.8%	42.5%
2009	8.8%	3.3%	12.8%	42.9%
2010	8.5%	4.2%	13.1%	44.1%
2011	6.2%	4.0%	14.3%	43.0%
2012	7.0%	3.7%	15.5%	40.0%
2013	6.5%	3.6%	14.2%	41.4%
2014	7.2%	4.3%	12.3%	39.9%
2015	6.7%	4.3%	12.9%	41.9%
2016	6.4%	4.1%	11.7%	41.7%

Comparison with Saskatchewan

	<u>Saskatchewan</u>	<u>Crowns</u>
2007	7.2%	12.2%
2008	7.3%	12.6%
2009	7.2%	12.9%
2010	7.2%	12.9%
2011	7.6%	12.7%
2012	7.5%	12.3%
2013	7.8%	11.8%
2014	7.6%	11.6%
2015	7.7%	11.7%
2016	8.0%	11.8%

Membership in a Visible Minority Group

	<u>Permanent</u>	<u>Term/contract</u>	<u>Seasonal/ other</u>	<u>Total (except students)</u>	<u>Students</u>
2007	4.1%	9.1%	7.8%	4.6%	10.5%
2008	4.7%	8.3%	6.0%	4.9%	10.2%
2009	4.8%	9.1%	7.6%	5.2%	11.6%
2010	4.8%	9.3%	10.0%	5.4%	9.2%
2011	5.2%	8.3%	11.2%	5.6%	7.4%
2012	5.8%	7.2%	13.2%	6.2%	11.0%
2013	6.8%	9.5%	15.7%	7.3%	13.2%
2014	7.2%	13.9%	15.9%	7.9%	13.3%
2015	7.7%	16.2%	16.9%	8.5%	12.7%
2016	8.5%	17.9%	19.4%	9.4%	11.7%

Visible Minority Members by Crown Corporation

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	5.9%	4.5%	2.4%	2.2%	3.5%
2008	7.9%	4.7%	2.7%	3.2%	4.1%
2009	8.6%	4.6%	3.6%	3.7%	4.2%
2010	7.7%	4.7%	3.8%	3.6%	4.5%
2011	6.2%	5.0%	4.1%	3.4%	5.3%
2012	5.0%	5.4%	4.6%	3.6%	6.5%
2013	5.8%	6.3%	6.0%	4.0%	7.4%
2014	6.3%	6.5%	6.5%	4.3%	7.9%
2015	7.1%	6.9%	6.9%	4.8%	8.9%
2016	7.1%	6.9%	6.9%	4.8%	8.9%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>
2007	5.1%	3.4%	3.0%	10.9%
2008	4.5%	3.4%	3.4%	12.2%
2009	3.5%	2.2%	3.0%	11.9%
2010	4.2%	2.1%	3.9%	11.3%
2011	4.4%	3.0%	4.9%	11.0%
2012	4.4%	4.6%	4.4%	13.5%
2013	4.6%	5.5%	4.6%	15.5%
2014	4.1%	5.2%	7.0%	17.1%
2015	3.4%	6.0%	8.8%	16.4%
2016	3.4%	6.0%	8.8%	16.4%

Persons Reporting a Disability

	<u>Permanent</u>	<u>Term/contract</u>	<u>Seasonal/ other</u>	<u>Total (except students)</u>	<u>Students</u>
2007	4.5%	4.7%	5.7%	4.6%	3.3%
2008	4.6%	4.5%	5.6%	4.7%	2.9%
2009	4.8%	4.0%	4.6%	4.8%	2.2%
2010	4.6%	4.7%	5.4%	4.6%	2.5%
2011	4.4%	3.9%	6.9%	4.5%	2.0%
2012	4.4%	3.8%	7.2%	4.5%	1.4%
2013	4.5%	4.1%	7.5%	4.7%	1.8%
2014	4.4%	3.3%	6.1%	4.4%	1.3%
2015	4.3%	2.8%	6.1%	4.3%	1.7%
2016	4.3%	3.1%	6.8%	4.4%	2.2%

Visible Minority Members by Crown Corporation

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	7.4%	5.7%	1.8%	2.5%	6.9%
2008	6.3%	5.7%	1.9%	3.3%	7.0%
2009	5.7%	5.8%	3.2%	3.3%	6.3%
2010	6.2%	5.7%	3.2%	3.4%	5.7%
2011	4.6%	5.8%	2.8%	3.1%	5.1%
2012	3.3%	6.1%	2.8%	3.1%	5.1%
2013	1.9%	6.3%	2.7%	2.9%	6.4%
2014	2.1%	6.4%	2.4%	2.6%	6.0%
2015	0.0%	6.0%	2.5%	2.6%	5.7%
2016	0.0%	6.2%	2.6%	2.5%	5.5%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>
2007	5.9%	1.1%	6.1%	4.9%
2008	7.2%	2.2%	6.5%	4.9%
2009	5.3%	2.2%	4.7%	5.3%
2010	5.1%	2.1%	3.9%	4.5%
2011	4.4%	2.0%	4.5%	4.6%
2012	4.4%	1.9%	4.0%	3.8%
2013	4.6%	0.9%	3.8%	3.3%
2014	5.2%	0.9%	4.0%	3.0%
2015	4.5%	0.9%	4.6%	4.3%
2016	4.3%	0.8%	4.7%	4.8%

Summary of Diversity Measures for 2016

	Women in under- represented <u>positions</u>	Aboriginal <u>identity</u>	Visible <u>minority</u>	With a <u>disability</u>
Permanent	22.8%	11.6%	8.5%	4.3%
Permanent and non-permanent	24.9%	10.6%	9.4%	4.4%

Changes in Diversity over Time

	Women in under- represented <u>positions</u>	Aboriginal <u>identity</u>	Visible <u>minority</u>	With a <u>disability</u>
2007	26.8%	12.2%	4.6%	4.6%
2016	24.9%	11.8%	9.4%	4.4%

	<u>Permanent</u>	Non- <u>Permanent</u>		<u>Permanent</u>	Non- <u>Permanent</u>
<19	1	4	45	269	12
19	7	6	46	273	11
20	11	13	47	244	11
21	30	17	48	263	11
22	57	17	49	254	13
23	57	31	50	287	7
24	100	36	51	285	8
25	130	40	52	284	10
26	141	47	53	337	13
27	181	49	54	387	10
28	214	64	55	387	14
29	245	48	56	317	6
30	282	45	57	297	5
31	280	50	58	266	5
32	300	39	59	235	6
33	314	45	60	177	3
34	305	34	61	181	6
35	298	41	62	128	3
36	313	33	63	82	6
37	323	30	64	64	6
38	273	22	65	38	1
39	298	28	66	24	2
40	263	21	67	19	2
41	285	27	68+	35	8
42	248	13			
43	294	10			
44	276	14			

	<u>2007</u>	<u>2016</u>		<u>2007</u>	<u>2016</u>
<19	3	1	45	429	269
19	15	7	46	490	273
20	32	11	47	420	244
21	51	30	48	452	263
22	93	57	49	436	254
23	94	57	50	439	287
24	126	100	51	397	285
25	155	130	52	411	284
26	162	141	53	328	337
27	184	181	54	275	387
28	208	214	55	251	387
29	191	245	56	177	317
30	216	282	57	137	297
31	217	280	58	118	266
32	237	300	59	88	235
33	184	314	60	96	177
34	228	305	61	67	181
35	232	298	62	39	128
36	241	313	63	24	82
37	245	323	64	31	64
38	237	273	65	13	38
39	248	298	66	2	24
40	250	263	67	1	19
41	266	285	68+	1	35
42	301	248			
43	298	294			
44	387	276			

Effect of Crown Sector Human Resource Initiatives

	2007 with 9 <u>year lag</u>	<u>2016</u>		2007 with 9 <u>year lag</u>	<u>2016</u>
<19	...	1	45	241	269
19	...	7	46	245	273
20	...	11	47	237	244
21	...	30	48	248	263
22	...	57	49	250	254
23	...	57	50	266	287
24	...	100	51	301	285
25	...	130	52	298	284
26	...	141	53	387	337
27	3	181	54	429	387
28	15	214	55	490	387
29	32	245	56	420	317
30	51	282	57	452	297
31	93	280	58	436	266
32	94	300	59	439	235
33	126	314	60	397	177
34	155	305	61	411	181
35	162	298	62	328	128
36	184	313	63	275	82
37	208	323	64	251	64
38	191	273	65	177	38
39	216	298	66	137	24
40	217	263	67	118	19
41	237	285	68+	88	35
42	184	248			
43	228	294			
44	232	276			

Potential Retirements

	<u>55 to 59</u>	<u>60 plus</u>
2007	771	274
2008	862	306
2009	958	354
2010	1,090	377
2011	1,167	411
2012	1,248	480
2013	1,346	532
2014	1,404	595
2015	1,399	697
2016	1,502	748

Changes in the Age of Crown Employees

	<u>Under 30</u>	<u>30 to 49</u>	<u>50 plus</u>
2007	1,314	6,014	2,895
2008	1,398	5,886	3,016
2009	1,384	5,747	3,229
2010	1,303	5,540	3,355
2011	1,307	5,375	3,547
2012	1,375	5,327	3,710
2013	1,444	5,380	3,827
2014	1,378	5,449	3,822
2015	1,286	5,516	3,828
2016	1,174	5,655	3,830

Age by Crown Corporation, 2016 (Permanent Staff Only)

	<u>Under 30</u>	<u>30 to 44</u>	<u>45 to 54</u>	<u>55 or older</u>
CIC	11.4%	38.6%	31.8%	18.2%
SaskTel	5.8%	38.2%	30.7%	25.2%
SaskPower	14.5%	43.7%	23.2%	18.6%
SaskEnergy	10.9%	41.0%	28.9%	19.2%
SGL	10.7%	41.7%	26.2%	21.5%
SOCO	12.8%	36.2%	36.2%	14.9%
SaskWater	6.6%	49.6%	24.8%	19.0%
STC	13.6%	26.8%	28.6%	31.0%
<u>SGC</u>	<u>17.9%</u>	<u>39.8%</u>	<u>27.0%</u>	<u>15.3%</u>
All crowns	11.0%	40.8%	27.0%	21.1%

Comparison with Saskatchewan

	<u>Province of Saskatchewan</u>		<u>Crown Corporations</u>	
	<u>Under 30</u>	<u>55 or older</u>	<u>Under 30</u>	<u>55 or older</u>
2007	27.8%	16.9%	17.4%	9.6%
2008	28.0%	17.5%	18.0%	10.5%
2009	27.4%	18.6%	17.5%	11.7%
2010	27.0%	19.5%	16.7%	13.4%
2011	27.0%	19.9%	16.3%	14.5%
2012	27.0%	20.5%	16.4%	15.6%
2013	26.9%	21.1%	16.7%	16.6%
2014	26.8%	21.4%	16.1%	17.6%
2015	26.3%	21.2%	14.7%	18.5%
2016	25.8%	21.8%	13.3%	19.9%

Page 32 **Tenure (years with the same crown)**

	<u>< 5 years</u>	<u>5 to 9</u>	<u>10 to 19</u>	<u>20 or more</u>
2007	2,400	1,830	2,433	3,560
2008	2,689	1,534	2,633	3,444
2009	2,785	1,476	2,694	3,405
2010	2,669	1,515	2,645	3,369
2011	2,431	1,789	2,747	3,262
2012	2,492	1,991	2,813	3,116
2013	2,594	2,231	2,716	3,110
2014	2,610	2,309	2,599	3,131
2015	2,639	2,273	2,719	2,999
2016	2,687	2,120	2,915	2,937

Page 33 **Tenure by Crown, 2016**

	<u>< 5 years</u>	<u>5 to 9</u>	<u>10 to 19</u>	<u>20 or more</u>
CIC	22.7%	29.5%	36.4%	11.4%
SaskTel	11.7%	14.8%	34.4%	39.1%
SaskPower	33.9%	20.4%	23.4%	22.3%
SaskEnergy	21.2%	21.8%	25.3%	31.8%
SGI	27.7%	24.5%	22.2%	25.5%
SOCO	25.5%	36.2%	35.1%	3.2%
SaskWater	38.0%	28.9%	15.7%	17.4%
STC	34.3%	17.8%	21.1%	26.8%
<u>SGC</u>	<u>37.3%</u>	<u>20.7%</u>	<u>33.9%</u>	<u>8.1%</u>
All Crowns	25.2%	19.9%	27.3%	27.6%

Page 34 **Tenure Comparison with Saskatchewan**

	<u>Crowns</u>	<u>Saskatchewan</u>
2007	30.2%	50.1%
2008	32.4%	51.5%
2009	32.9%	51.8%
2010	32.3%	51.8%
2011	28.9%	52.0%
2012	28.2%	52.5%
2013	28.9%	52.1%
2014	29.3%	51.1%
2015	29.1%	51.4%
2016	29.3%	50.4%

Page 36 **Union Membership**

	<u>Number</u>	<u>Percent</u>
ATU	175	1.5%
UNIFOR (formerly CEP)	4,366	37.4%
COPE	1,644	14.1%
IATSE	33	0.3%
IBEW	1,694	14.5%
PSAC	334	2.9%
RWDSU	286	2.5%
<u>Out of Scope</u>	<u>3,130</u>	<u>26.8%</u>
Total	11,662	100.0%

Trends in Union Membership

	<u>% In Scope</u>
2007	78.9%
2008	78.7%
2009	77.8%
2010	77.2%
2011	76.6%
2012	76.0%
2013	75.2%
2014	74.2%
2015	73.9%
2016	73.2%

Union Membership by Crown

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	...	82.8%	74.8%	74.6%	85.8%
2008	...	83.2%	74.0%	74.3%	86.0%
2009	...	82.6%	72.8%	73.6%	85.7%
2010	...	82.5%	71.8%	73.4%	85.2%
2011	...	81.7%	71.4%	73.0%	84.6%
2012	...	81.1%	70.3%	73.1%	84.0%
2013	...	80.2%	68.4%	72.8%	82.3%
2014	...	79.2%	67.5%	71.6%	81.8%
2015	...	78.9%	66.0%	71.8%	81.0%
2016	...	78.7%	65.2%	71.2%	80.0%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>
2007	...	62.0%	86.6%	81.1%
2008	...	65.2%	84.3%	78.6%
2009	...	66.0%	84.9%	77.1%
2010	...	66.7%	83.0%	75.8%
2011	...	67.6%	84.0%	74.5%
2012	...	68.2%	83.0%	74.8%
2013	...	62.2%	80.8%	79.8%
2014	...	59.5%	81.2%	78.4%
2015	...	59.2%	81.6%	80.1%
2016	...	63.8%	82.2%	78.8%

Comparison with Saskatchewan

	<u>Saskatchewan</u>	<u>Crowns</u>
2007	34.9%	78.9%
2008	35.0%	78.7%
2009	35.6%	77.8%
2010	35.8%	77.2%
2011	35.1%	76.6%
2012	35.0%	76.0%
2013	34.3%	75.2%
2014	33.3%	74.2%
2015	33.2%	73.9%
2016	32.6%	73.2%

Page 40**Workplace Location**

	<u>Number</u>	<u>Percent</u>
Regina	6,701	57.5%
Saskatoon	1,997	17.1%
Prince Albert	294	2.5%
Moose Jaw	331	2.8%
Estevan	584	5.0%
Other cities	893	7.7%
North	58	0.5%
<u>Other</u>	<u>804</u>	<u>6.9%</u>
Total	11,662	100.0%

Page 43**Workplace Location by Crown**

	<u>In Regina or Saskatoon</u>
CIC	100.0%
SaskTel	84.7%
SaskPower	58.3%
SaskEnergy	68.9%
SGI	81.1%
SOCO	100.0%
SaskWater	29.9%
STC	91.1%
<u>SGC</u>	<u>86.7%</u>
All Crowns	74.6%

Page 45**Occupation and Skill Level**

	<u>Managerial</u>	<u>A: Professional</u>	<u>B: Technical & supervisory</u>	<u>C: Intermediate</u>	<u>D: Labour & elemental</u>
2007	10.1%	14.6%	45.3%	26.5%	3.5%
2008	10.0%	15.0%	44.6%	26.6%	3.8%
2009	10.4%	14.7%	44.7%	26.8%	3.5%
2010	10.7%	14.8%	45.3%	26.0%	3.3%
2011	10.8%	15.4%	45.1%	25.8%	2.9%
2012	10.9%	15.9%	45.5%	24.9%	2.8%
2013	11.2%	17.2%	44.4%	24.3%	2.9%
2014	14.4%	17.9%	46.4%	20.0%	1.3%
2015	14.4%	18.1%	46.2%	19.9%	1.4%
2016	14.4%	18.1%	46.2%	20.0%	1.2%

Skill Level by Crown

	<u>Managerial</u>	<u>A: Professional</u>	<u>B: Technical & supervisory</u>	<u>C: Intermediate</u>	<u>D: Labour & elemental</u>
CIC	31.8%	34.1%	27.3%	6.8%	0.0%
SaskTel	21.4%	19.9%	53.0%	5.7%	0.0%
SaskPower	12.4%	21.6%	49.1%	15.5%	1.4%
SaskEnergy	13.9%	13.7%	44.3%	26.9%	1.2%
SGI	9.5%	18.5%	43.5%	28.5%	0.0%
SOCO	25.5%	8.5%	42.6%	16.0%	7.4%
SaskWater	20.7%	10.7%	57.0%	11.6%	0.0%
STC	11.3%	4.6%	15.5%	64.9%	3.6%
<u>SGC</u>	<u>4.5%</u>	<u>4.1%</u>	<u>20.8%</u>	<u>63.0%</u>	<u>7.6%</u>
All Crowns	14.4%	18.1%	46.2%	20.0%	1.2%

Age and Tenure by Skill Level

	<u>Average age</u>	<u>Average tenure (years)</u>
Managerial	46.8	17.0
A: Professional (univ degree)	41.6	11.9
B: Technical (post-sec) & supervisory	43.8	15.0
C: Intermediate	43.3	11.8
D: Labour & elemental	44.6	9.1
All permanent staff	43.8	14.0

Skill Level by Gender

	<u>Managerial</u>	<u>A: Professional</u>	<u>B: Technical & supervisory</u>	<u>C: Intermediate</u>	<u>D: Labour & elemental</u>
2007	32.7%	46.5%	26.0%	72.5%	41.4%
2008	35.0%	45.6%	26.1%	72.1%	41.4%
2009	35.3%	45.7%	25.5%	71.7%	39.6%
2010	35.8%	44.1%	26.0%	72.2%	39.4%
2011	36.4%	45.0%	26.6%	71.9%	38.9%
2012	36.5%	44.7%	26.6%	72.3%	41.6%
2013	36.6%	42.7%	27.0%	71.5%	40.2%
2014	35.1%	44.4%	33.3%	67.7%	47.0%
2015	34.2%	44.6%	33.4%	64.8%	58.7%
2016	35.0%	44.6%	32.5%	64.5%	55.5%

Skill Level by Aboriginal Identity

	<u>Managerial</u>	<u>A: Professional</u>	<u>B: Technical & supervisory</u>	<u>C: Intermediate</u>	<u>D: Labour & elemental</u>
2007	4.2%	6.4%	8.5%	18.7%	41.2%
2008	4.1%	7.2%	9.1%	19.4%	38.2%
2009	5.0%	7.1%	9.8%	20.0%	36.7%
2010	5.5%	6.6%	10.2%	19.7%	36.7%
2011	5.8%	6.4%	10.3%	19.8%	33.2%
2012	6.2%	6.4%	10.5%	18.8%	31.6%
2013	6.1%	5.0%	10.4%	18.0%	33.4%
2014	5.4%	4.4%	11.4%	19.4%	32.9%
2015	5.5%	4.6%	11.4%	20.3%	28.7%
2016	5.8%	5.1%	11.0%	21.2%	29.5%

Page 50 Skill Level by Aboriginal Identity

	<u>Number</u>	<u>Percent</u>
Managerial	88	6.6%
A: Professional (univ degree)	102	7.6%
B: Technical (post-sec) & supervisory	602	45.0%
C: Intermediate	503	37.6%
D: Labour & elemental	43	3.2%

Page 51 Skill Level by Membership in a Visible Minority Group

	<u>Managerial</u>	<u>A: Professional</u>	<u>B: Technical & supervisory</u>	<u>C: Intermediate</u>	<u>D: Labour & elemental</u>
2007	2.9%	8.2%	3.0%	5.5%	6.5%
2008	3.1%	9.1%	3.1%	5.8%	8.0%
2009	3.0%	9.7%	3.4%	6.1%	7.3%
2010	3.2%	10.3%	3.7%	6.0%	7.0%
2011	3.6%	10.6%	3.7%	6.4%	7.7%
2012	3.8%	11.9%	4.4%	6.6%	9.1%
2013	4.1%	13.5%	5.4%	7.4%	10.4%
2014	4.8%	14.4%	5.6%	8.8%	14.6%
2015	5.3%	14.7%	6.2%	10.2%	13.3%
2016	5.5%	16.2%	7.5%	10.4%	14.4%

Page 52 Persons Reporting a Disability, by Skill Level

	<u>Managerial</u>	<u>A: Professional</u>	<u>B: Technical & supervisory</u>	<u>C: Intermediate</u>	<u>D: Labour & elemental</u>
2007	3.7%	4.5%	4.1%	5.1%	8.4%
2008	3.1%	4.6%	4.1%	5.5%	7.6%
2009	3.0%	4.7%	4.1%	6.0%	8.5%
2010	3.2%	4.6%	4.1%	5.6%	8.0%
2011	3.1%	4.4%	3.9%	5.7%	6.5%
2012	3.3%	4.2%	3.9%	5.7%	6.4%
2013	2.5%	4.2%	4.3%	6.3%	5.3%
2014	2.7%	4.1%	4.4%	5.6%	3.2%
2015	2.8%	3.8%	4.2%	5.7%	4.7%
2016	3.2%	3.9%	4.3%	5.7%	2.7%

Page 53 New Hires by Skill Level, 2016

	<u>Number</u>	<u>Percent</u>
Managerial	39	5.4%
A: Professional (univ degree)	106	14.7%
B: Technical (post-sec) & supervisory	323	44.8%
C: Intermediate	243	33.7%
<u>D: Labour & elemental</u>	<u>10</u>	<u>1.4%</u>
Total	721	100.0%

Retirement and Non-Retirement Departure Trends

	<u>Retirement</u>	<u>Non-retirement</u>	<u>Total</u>
2007	180	664	844
2008	157	726	883
2009	166	547	713
2010	242	476	718
2011	262	439	701
2012	294	491	785
2013	277	548	825
2014	271	558	829
2015	283	450	733
2016	289	392	681

Reasons for Departure, 2016

	<u>Number</u>	<u>Percent</u>
Death	14	2.1%
Dismissal/Layoff	84	12.3%
Moved	7	1.0%
Take other employment	52	7.6%
Other/unknown	15	2.2%
Personal reasons	12	1.8%
Resignation	208	30.5%
<u>Retirement</u>	<u>289</u>	<u>42.4%</u>
Total	681	100.0%

Turnover Rates by Crown Corporation, 2016

	<u>Non-retirement</u>	<u>Retirement</u>	<u>Total</u>
CIC	6.8%	0.0%	6.8%
SaskTel	1.7%	3.0%	4.7%
SaskPower	2.9%	2.7%	5.6%
SaskEnergy	2.6%	3.0%	5.7%
SGI	3.8%	3.3%	7.1%
SOCO	6.4%	0.0%	6.4%
SaskWater	5.0%	3.3%	8.3%
STC	9.4%	1.4%	10.8%
<u>SGC</u>	<u>14.2%</u>	<u>0.3%</u>	<u>14.5%</u>
All Crowns	3.7%	2.7%	6.4%

Changes in Turnover Rates by Crown Corporation

	<u>CIC</u>	<u>SaskTel</u>	<u>SaskPower</u>	<u>SaskEnergy</u>	<u>SGI</u>
2007	13.2%	8.2%	4.9%	3.1%	5.3%
2008	20.6%	7.1%	4.5%	5.6%	7.3%
2009	5.7%	6.2%	3.8%	5.3%	4.7%
2010	15.4%	3.5%	5.1%	5.1%	6.6%
2011	6.2%	3.7%	5.9%	6.5%	5.9%
2012	18.3%	4.3%	7.0%	6.9%	5.7%
2013	15.4%	3.7%	6.9%	5.2%	6.8%
2014	14.6%	4.7%	6.1%	6.3%	6.5%
2015	16.7%	4.9%	5.3%	5.4%	7.1%
2016	6.8%	4.7%	5.6%	5.7%	7.1%

	<u>SOCO</u>	<u>SaskWater</u>	<u>STC</u>	<u>SGC</u>
2007	4.2%	13.8%	22.9%	25.8%
2008	11.7%	12.4%	19.0%	25.9%
2009	10.5%	3.3%	17.1%	20.7%
2010	5.9%	8.4%	17.5%	26.6%
2011	12.4%	5.0%	16.1%	20.4%
2012	7.0%	9.3%	11.9%	24.0%
2013	10.2%	9.1%	11.3%	32.9%
2014	20.6%	5.2%	18.5%	30.3%
2015	11.2%	3.4%	16.6%	18.6%
2016	6.4%	8.3%	10.8%	14.5%

Turnover Rates, Permanent Staff, by Gender, 2016

	<u>Non-retirement</u>	<u>Retirement</u>	<u>Total</u>
Women	4.5%	2.9%	7.4%
<u>Men</u>	<u>3.1%</u>	<u>2.6%</u>	<u>5.7%</u>
Both Sexes	3.7%	2.7%	6.4%

Turnover Rates, Permanent Staff, by Age Group, 2016

	<u>Non-retirement</u>	<u>Retirement</u>	<u>Total</u>
Under 30	9.9%	0.0%	9.9%
30 to 44	3.9%	0.0%	3.9%
45 to 54	2.6%	0.9%	3.6%
<u>55 or older</u>	<u>1.3%</u>	<u>11.6%</u>	<u>13.0%</u>
All ages	3.7%	2.7%	6.4%

Turnover Rates, Permanent Staff, Diversity Groups, 2016

	<u>Non-retirement</u>	<u>Retirement</u>	<u>Total</u>
All employees	3.7%	2.7%	6.4%
Aboriginal identity	7.3%	1.4%	8.7%
Members of a visible minority group	5.6%	0.9%	6.5%
With a disability	1.7%	3.9%	5.6%

Page 63 Turnover Rates, Permanent Staff, by Tenure, 2016

	<u>Non-retirement</u>	<u>Retirement</u>	<u>Total</u>
Less than 5 years	8.5%	0.3%	8.8%
5 to 9 years	2.9%	0.3%	3.2%
10 to 19 years	2.3%	1.2%	3.5%
<u>20 or more years</u>	<u>1.2%</u>	<u>8.2%</u>	<u>9.4%</u>
All employees	3.7%	2.7%	6.4%

Page 64 Turnover Rates, Permanent Staff, by Union Membership, 2016

	<u>Non-retirement</u>	<u>Retirement</u>	<u>Total</u>
In scope	3.4%	2.7%	6.1%
<u>Out of scope</u>	<u>4.4%</u>	<u>2.6%</u>	<u>7.1%</u>
All employees	3.7%	2.7%	6.4%

Page 65 Retirement Age Trends

	<u>Normal Retirement</u>	<u>SaskTel ERP</u>
1999	59.2	52.5
2000	58.8	54.4
2001	58.8	52.8
2002	58.5	52.5
2003	60.5	51.3
2004	59.3	54.9
2005	59.1	51.8
2006	58.5	52.3
2007	57.8	52.0
2008	57.2	52.6
2009	57.3	53.1
2010	58.0	
2011	57.8	
2012	58.1	
2013	58.4	
2014	58.7	
2015	59.0	
2016	60.0	

Retirement Age

	<u>Number</u>
50	5
51	6
52	7
53	14
54	14
55	17
56	19
57	25
58	21
59	21
60	26
61	20
62	16
63	13
64	13
65	20
66	9
67	6
68+	9

Comparison with Canada

	<u>Private sector</u>	<u>Public Sector</u>	Crowns (excluding <u>ERP</u>)
1999	61.3	58.5	59.2
2000	61.1	58.9	58.8
2001	61.4	58.8	58.8
2002	61.3	58.5	58.5
2003	61.9	59.3	60.5
2004	61.6	59.1	59.3
2005	62.0	59.2	59.1
2006	61.8	59.5	58.5
2007	62.0	59.3	57.8
2008	62.1	59.6	57.2
2009	62.4	60.1	57.3
2010	62.8	60.2	58.0
2011	62.9	60.8	57.8
2012	63.3	61.1	58.1
2013	63.8	61.1	58.4
2014	63.3	61.5	58.7
2015	64.1	61.4	59.0
2016	63.8	61.6	60.0